

REPUBLIC OF SOUTH SUDAN



PROCUREMENT PROCESS- CONSULTANCY SERVICES

Trial Edition July 2026



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PREAMBLE

Sample Documents for the Selection of Consulting Firms

This Trial Edition provides a consolidated example of the procurement process for the selection of a consulting firm using the Quality- and Cost-Based Selection method. It is intended to demonstrate how the principal procurement documents, proposal forms and evaluation records may be prepared, completed and applied in a typical consulting-services selection process in the Republic of South Sudan.

For consistency, the examples are based on a fictional assignment by the Ministry of Finance and Planning, working through the Public Financial Management and Institutional Strengthening Project and with the Public Procurement and Disposal of Assets Authority as the technical lead. The assignment concerns the implementation of a public procurement training programme through a twinning arrangement between an international consulting firm and a South Sudanese institution.

The document covers the main stages of the selection process, including:

1. Request for Expressions of Interest;
2. Shortlisting of consulting firms;
3. Letter of Invitation to shortlisted Consultants;
4. Proposal Data Sheet;
5. Technical Proposal standard forms;
6. Financial Proposal standard forms;
7. Eligibility and integrity requirements;
8. Terms of Reference;
9. Conditions and forms of contract;
10. A completed sample Technical Proposal submitted by a fictional joint venture;
11. A completed sample Financial Proposal;
12. Anti-bribery policy, Code of Conduct and related undertakings;
13. A completed QCBS Proposal Evaluation Report; and
14. An example of an individual evaluator's Technical Proposal scoring sheet.

The document is intended to assist Accounting Officers, Procurement Committees, Procurement Units, User Departments, Evaluation Committees, project management teams, technical specialists and Consultants to understand the documents, information and decisions required during the selection of consulting firms.

Purpose of the Examples

The examples demonstrate how the Request for Proposals and related documents may be adapted for a specific consulting assignment. They also illustrate:

- how a Procuring Entity may define the assignment and prepare the Terms of Reference;
- how Consultants may be shortlisted and invited to submit proposals;
- how technical and financial evaluation criteria may be established;
- how a joint venture and twinning arrangement may be presented;
- how Technical and Financial Proposals may be prepared;

- how evaluators may record and justify individual scores;
- how technical scores and financial scores are combined under QCBS; and
- how the Evaluation Committee may document its findings and recommendations.

The completed Consultant's Proposal is provided to demonstrate the nature and level of information that may be expected in a responsive proposal. Its inclusion does not imply that the fictional Consultant must be selected or that its qualifications, personnel, experience, scores or financial proposal have been independently verified.

Legal and Procedural Application

This document does not replace the standard Request for Proposals, procedural forms, guidelines or circulars issued by the Public Procurement and Disposal of Assets Authority. It must be read and applied together with:

- the Public Procurement and Disposal of Assets Act, 2018;
- the Public Procurement and Disposal of Assets Regulations, 2024;
- applicable PPDA standard procurement documents and guidelines;
- the approved Annual Procurement Plan;
- the applicable financing agreement and procurement requirements;
- the approved Terms of Reference and cost estimate; and
- any other legal, regulatory or project requirements applicable to the assignment.

Where the assignment is financed by a development partner, the Procuring Entity must establish the applicable procurement framework and resolve any inconsistency between national requirements and the financing agreement before issuing the procurement documents.

Adaptation and Verification

Before using any part of this sample for an actual procurement, the Procuring Entity must adapt it to the nature, objectives, scope, value, duration and complexity of the assignment. In particular, it must verify and reconcile:

- the selection method and procurement-plan reference;
- the applicable financing and procurement requirements;
- the Expression of Interest and shortlisting criteria;
- the number and eligibility of shortlisted Consultants;
- the Terms of Reference and required deliverables;
- the estimated level of effort and contract period;
- the technical evaluation criteria, sub-criteria and points;
- the minimum qualifying technical score;
- the technical and financial weights;
- the applicable taxes, currencies and exchange-rate arrangements;
- the type of contract and payment schedule;
- the key Experts and minimum qualification requirements;

- the proposal submission and opening procedures;
- the negotiation and contract-award arrangements; and
- the names, addresses, dates and official contact details.

The technical evaluation criteria and their allocated points must be directly related to the Terms of Reference and proportionate to the assignment. They must allow meaningful differentiation between the quality of competing proposals without unnecessarily restricting competition or favouring a particular Consultant.

Consistency of the Procurement Documents

The Procuring Entity must ensure consistency among the Request for Expression of Interest, Letter of Invitation, Instructions to Consultants, Proposal Data Sheet, Technical and Financial Proposal forms, Terms of Reference, evaluation criteria and Conditions of Contract.

In particular, the following must be consistent throughout the documents:

- assignment title and procurement reference;
- selection method;
- submission and opening dates;
- proposal-validity period;
- composition of the proposals;
- key Expert requirements;
- technical scoring criteria;
- minimum technical score;
- technical and financial weights;
- currency and tax treatment;
- contract type and duration; and
- deliverables and payment arrangements.

Any amendment required after the Request for Proposals has been issued must be made through an approved addendum and communicated simultaneously to all shortlisted Consultants. No new evaluation criterion, sub-criterion, weight or requirement may be introduced after the proposal-submission deadline.

Use of Coloured and Sample Entries

All entries shown in blue represent illustrative assignment-specific, Consultant-specific or evaluation-specific information. They must be reviewed, verified and replaced with approved and factually correct information before a document is issued or used in an actual procurement.

The names of Consultants, joint-venture members, institutions, Experts, evaluators, officers, clients and reference persons are fictional. Similarly, the addresses, dates, contract values, technical scores, financial proposals and evaluation findings are provided solely for demonstration.

Bracketed instructions, drafting notes, sample warnings and issue-control notes must be removed from the final procurement documents where appropriate.

- Evaluation and Confidentiality

Proposals must be evaluated only against the criteria, sub-criteria and point system stated in the issued Request for Proposals. Evaluators must exercise independent professional judgement and provide adequate reasons for the scores awarded.

Individual scoring sheets must be consolidated through the approved evaluation process. No evaluator may adjust a score merely to secure a predetermined result. Material differences among individual scores should be discussed and properly documented without compromising the independence of individual evaluators.

The Technical Proposals must be evaluated without access to the Financial Proposals. Financial Proposals of Consultants that do not attain the minimum qualifying technical score must remain unopened and be handled in accordance with the Request for Proposals.

All proposals, evaluation records, individual scores, deliberations and recommendations must remain confidential until the procurement decision is communicated in accordance with the applicable requirements.

Status of the Document

This document is intended to support training, institutional learning, consistent documentation and practical application of the consulting-services selection process. Users must exercise professional judgement and obtain the necessary procurement, technical, financial and legal reviews before issuing, approving or signing any document.

Important notice: This is a fictional completed example prepared solely for illustration, training and adaptation. It must not be copied and used as an official procurement document without thorough verification, appropriate modification and approval by the competent authorities of the Procuring Entity.

GOVERNMENT OF THE REPUBLIC OF SOUTH SUDAN
MINISTRY OF FINANCE AND PLANNING
PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING PROJECT

OFFICIAL LOGO

REQUEST FOR PROPOSALS

(CONSULTING SERVICES — FIRMS SELECTION)

FOR

PUBLIC PROCUREMENT TRAINING PROGRAMME THROUGH TWINNING ARRANGEMENTS WITH A LOCAL INSTITUTION

Proposal No.	MoFP/PFMIS/2026–2027/C/001
Selection Method	Quality- and Cost-Based Selection (QCBS)
Project	South Sudan Public Financial Management and Institutional Strengthening (PFMIS) Project
Financing	International Development Association (IDA) Grant
Procuring Entity	Ministry of Finance and Planning
Technical Lead	Public Procurement and Disposal of Assets Authority (PPDAA)
Issue Date	20 August 2026
Proposal Deadline	30 September 2026 at 10:00 hours, Juba local time

ISSUED ONLY TO THE SIX SHORT-LISTED CONSULTANTS

This Request for Proposals is not transferable to any other firm.

JUBA, REPUBLIC OF SOUTH SUDAN

AUGUST 2026

DRAFT ISSUE CONTROL: Insert the official Ministry/Project logo and verify the approved reference number, financing particulars, issue date and proposal deadline before transmission.

REQUEST FOR EXPRESSION OF INTEREST

(sample advert to be placed in Tender Portal)

MINISTRY OF FINANCE AND PLANNING

PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING PROJECT

Bid title: **CONSULTANCY SERVICES FOR PUBLIC PROCUREMENT TRAINING PROGRAMME THROUGH TWINNING ARRANGEMENTS WITH A LOCAL INSTITUTION**

Expression of Interest No: **MoFP/PFMIS/2026–2027/C/001**

Issued on: **20 July 2026**

1. The Government of the Republic of South Sudan, through the **Ministry of Finance and Planning**, has received financing from the **International Development Association (IDA)** toward the cost of the **South Sudan Public Financial Management and Institutional Strengthening (PFMIS) Project** and intends to apply part of the proceeds to eligible payments under the contract for the **Public Procurement Training Programme through Twinning Arrangements with a Local Institution**.
2. The scope of the assignment includes but is not limited to: (a) develop a comprehensive, time-bound and costed public procurement capacity-building plan; (b) design, develop and deliver practical short-term courses on procurement of goods, works and services, evaluation and contract management for approximately 400 officers through indicatively eight sessions; (c) design medium- and long-term programmes to be anchored at a local institution, including curricula, learning resources and an accreditation pathway; (d) identify, train and mentor trainers and tutors through ToT, coaching and supervised delivery; and (e) develop procurement core competencies, qualifications and a competency-based certification and examination scheme. The estimated period of the assignment is **twelve (12) months**.
3. The **Ministry of Finance and Planning, working through the Public Procurement and Disposal of Assets Authority (PPDAA)**, now invites eligible Consultants to express interest in providing the above-mentioned services. Interested Consultants must provide information demonstrating their qualifications for performing the services, including institutional profile, legal status, relevant assignments completed during the last ten years, experience in public procurement training and certification, twinning and training-of-trainers experience, work in Sub-Saharan Africa and fragile or institutionally constrained settings, and appropriate managerial and technical capacity. For each completed assignment, the Consultant shall provide the client name and address, start and completion dates, description of services, role of the firm and names of lead and associate firms. Cited assignments with insufficient information shall not be considered.
4. Selection will be conducted through **International Competitive Selection using Quality- and Cost-Based Selection (QCBS)** in accordance with the applicable project financing and procurement arrangements, the **Public Procurement and Disposal of Assets Act, 2018 and Public Procurement and Disposal of Assets Regulations, 2024**, as applicable. The process is open to eligible Consultants as defined in the applicable requirements. Consultants shall comply with PPDAA registration requirements at the stage prescribed by the procurement documents.
5. Consultants may associate to enhance their qualifications. Associations must be in the form of a **Sub-Consultancy or Joint Venture only**. The Expression of Interest must clearly state the form and members of the association. Consultants are expected to demonstrate a credible twinning arrangement with an eligible South Sudanese local institution. In the case of an association, the capacities of the associated partners will be combined and examined.
6. Interested Consultants may obtain further information and the detailed Terms of Reference at the address below during office hours from **09:00–16:00 hours local time, Mondays to Fridays inclusive, except on public holidays**.
7. Expressions of Interest in writing must be delivered to the address below on or before **10:00 hours local time on Monday, 10 August 2026** and clearly marked: **“EXPRESSION OF INTEREST FOR CONSULTANCY SERVICES FOR PUBLIC PROCUREMENT TRAINING PROGRAMME THROUGH TWINNING ARRANGEMENTS WITH A LOCAL INSTITUTION, EOI NO. MoFP/PFMIS/2026–2027/C/001.”** Expressions of Interest submitted electronically or by email will not be accepted.

8. The Expressions of Interest will be publicly opened in the presence of the Consultants' designated representatives and anyone who chooses to attend at the address below at **10:00 hours local time on Monday, 10 August 2026.**
9. The address referred to above is: **Ministry of Finance and Planning, PFMIS Project Management Unit, Office of the Head of Procurement Unit, Ministry Headquarters, Ministries Complex, Juba, Republic of South Sudan. Telephone and official email: to be confirmed by the Procuring Entity before publication.**

**THE ACCOUNTING OFFICER
MINISTRY OF FINANCE AND PLANNING**

Publication note: Confirm the approved procurement-plan reference, official telephone/email, issue date, closing date and applicable financing/selection provisions before publication.

GOVERNMENT OF THE REPUBLIC OF SOUTH SUDAN
MINISTRY OF FINANCE AND PLANNING
PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING
PROJECT
EVALUATION REPORT FOR EXPRESSIONS OF
INTEREST
Public Procurement Training Programme through Twinning
Arrangements with a Local Institution

Particular	Details
Reference No.	MoFP/PFMIS/2026–2027/C/001
Selection method	Quality- and Cost-Based Selection (QCBS) — International Competitive Selection
Expressions of Interest received	Twelve (12)
Firms recommended for shortlist	Six (6)
Assignment duration	Twelve (12) months
Report date	14 August 2026 (illustrative)
Report status	For Procurement Committee approval and subsequent Accounting Officer approval

RECOMMENDATION: Approve the shortlist of six consulting firms/associations identified in this report and authorize issuance of the Request for Proposals after completion of the required approvals.

ILLUSTRATIVE SAMPLE — ALL CONSULTANT NAMES, SCORES, CONTACTS AND DATES ARE FICTIONAL

Executive Summary

The Ministry of Finance and Planning received twelve Expressions of Interest for the consultancy assignment. The Evaluation Committee first examined timely submission, legal standing, completeness, authorization, association information, eligibility, conflict-of-interest declarations and evidence relevant to the published shortlisting criteria. Eleven submissions passed preliminary examination. Apex Learning and Certification Partners Ltd. was found non-responsive because its submission was unsigned, did not identify an authorized representative and provided no legal registration evidence.

The eleven responsive Expressions of Interest were evaluated on a strict pass/fail basis against six published mandatory shortlisting criteria. A Consultant was required to pass every criterion. Six Consultants passed all criteria and are recommended for the shortlist; five failed one or more mandatory criteria and were not shortlisted.

No.	Consultant / Association	Overall result	Shortlisting decision
1	Africa Procurement Learning Consortium Ltd. in JV with Juba Institute of Public Administration	PASS	Shortlist
2	Global Procurement Academy Ltd. in JV with University of Juba School of Management	PASS	Shortlist
3	East African Institute for Supply Management in JV with Upper Nile Professional Training Centre	PASS	Shortlist
4	Southern Africa Public Procurement Institute in JV with Dr. John Garang Memorial Training Centre	PASS	Shortlist
5	Nile Basin Procurement Capacity Partners in JV with South Sudan Management Institute	PASS	Shortlist
6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	PASS	Shortlist
7	Pan-African Training Solutions Ltd.	FAIL	Not shortlisted
8	Meridian Public Sector Advisory Group	FAIL	Not shortlisted

No.	Consultant / Association	Overall result	Shortlisting decision
9	Frontier Capacity Builders Ltd.	FAIL	Not shortlisted
10	Blue Nile Consulting and Training Services	FAIL	Not shortlisted
11	Equator Professional Services Ltd.	FAIL	Not shortlisted

1. Procurement Background

- 1.1 The Government of the Republic of South Sudan, through the Ministry of Finance and Planning, received financing from the International Development Association toward the South Sudan Public Financial Management and Institutional Strengthening Project and intends to use part of the financing for the consultancy assignment.
- 1.2 The assignment will establish a sustainable public procurement training and professionalization capability through an international training institution working with a South Sudanese local institution. The scope includes a costed capacity-building plan; short, medium and long-term courses; delivery of approximately eight short-course sessions for about 400 officers; training and mentoring of trainers; a competency framework; procurement qualifications; and a certification and examination scheme.
- 1.3 The expected duration is twelve months, with indicative key-expert input of 350 person-days.

2. Invitation and Receipt of Expressions of Interest

Activity	Illustrative record
Invitation issued / published	20 July 2026
Publication channels	PPDAA Tender Portal, Ministry website and newspapers
Submission deadline	10 August 2026 at 10:00 a.m., Juba local time
EOIs received before deadline	12
Late EOIs	None
Opening / registration	10 August 2026 immediately after the deadline

3. Evaluation Committee and Integrity

Name	Role	Declaration status
Mr. James Lual Deng (fictional)	Chairperson — Director of Procurement	Signed
Ms. Nyibany Arop Kuel (fictional)	Member — Capacity Development Specialist	Signed
Mr. Peter Biar Ajak (fictional)	Member — Senior Procurement Specialist	Signed
Ms. Achol Nyandeng Deng (fictional)	Member — PFMIS Project Representative	Signed
Mr. Samuel Lado Wani (fictional)	Secretary — Procurement Officer, non-voting	Signed

Each member declared confidentiality, impartiality and absence of conflict of interest before accessing the submissions. The report records the Committee's consensus findings.

4. Evaluation Methodology and Criteria

4.1 The evaluation was conducted in three stages: (a) preliminary responsiveness and eligibility; (b) pass/fail assessment against each published mandatory institutional shortlisting criterion; and (c) inclusion in the shortlist only where the Consultant passed every criterion.

Criterion	Pass requirement	Assessment focus
A. Legal and institutional standing	Pass	Valid registration; established institution; adequate organization, governance and quality assurance.
B. Relevant firm experience	Pass	At least three relevant procurement/supply-chain capacity-development assignments completed in the last ten years, including accredited or professional training.
C. Comparable assignments	Pass	At least two successfully completed assignments comparable in scope, scale and complexity, covering curriculum/training and competencies or certification.
D. Twinning and sustainability	Pass	At least one completed international-local twinning or institutional partnership assignment involving ToT, mentoring, accreditation or sustainable transfer.
E. Contextual experience	Pass	At least one relevant assignment in Sub-Saharan Africa, preferably in a fragile, conflict-affected or institutionally constrained setting.
F. Managerial and technical capacity	Pass	Demonstrated institutional capacity across procurement, curriculum/adult learning, training delivery, ToT and competency/certification systems. Key experts are not evaluated at EOI stage.

4.2 A failure against any one mandatory criterion resulted in an overall FAIL and exclusion from the shortlist. Findings were based only on evidence contained in the EOI; missing information was not inferred. Individual key-expert qualifications will be evaluated at the Request for Proposals stage.

5. Preliminary Examination

No.	Consultant	Timely	Signed / authority	Registration	Association stated	Eligibility / conflict	Decision
1	Africa Procurement Learning Consortium Ltd. in JV with Juba Institute of Public Administration	Yes	Yes	Yes	Clear	Pass	Responsive
2	Global Procurement Academy Ltd. in JV with University of Juba School of Management	Yes	Yes	Yes	Clear	Pass	Responsive
3	East African Institute for Supply Management in JV with Upper Nile Professional Training Centre	Yes	Yes	Yes	Clear	Pass	Responsive
4	Southern Africa Public Procurement Institute in	Yes	Yes	Yes	Clear	Pass	Responsive

No.	Consultant	Timely	Signed / authority	Registration	Association stated	Eligibility / conflict	Decision
	JV with Dr. John Garang Memorial Training Centre						
5	Nile Basin Procurement Capacity Partners in JV with South Sudan Management Institute	Yes	Yes	Yes	Clear	Pass	Responsive
6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	Yes	Yes	Yes	Clear	Pass	Responsive
7	Pan-African Training Solutions Ltd.	Yes	Yes	Yes	Clear	Pass	Responsive
8	Meridian Public Sector Advisory Group	Yes	Yes	Yes	Clear	Pass	Responsive
9	Frontier Capacity Builders Ltd.	Yes	Yes	Yes	Clear	Pass	Responsive
10	Blue Nile Consulting and Training Services	Yes	Yes	Yes	Clear	Pass	Responsive
11	Equator Professional Services Ltd.	Yes	Yes	Yes	Clear	Pass	Responsive
12	Apex Learning and Certification Partners Ltd.	Yes	No	No	Clear	Not demonstrated	Non-responsive

PRELIMINARY REJECTION: Apex Learning and Certification Partners Ltd. was not evaluated further because the EOI was unsigned, lacked proof of authority and did not include legal-registration evidence.

6. Detailed Shortlisting Evaluation

No.	Consultant	A	B	C	D	E	F	Overall	Decision
1	Africa Procurement Learning Consortium Ltd. in JV with Juba Institute of Public Administration	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist
2	Global Procurement Academy Ltd. in JV with University of Juba School of Management	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist
3	East African Institute for Supply Management in JV with Upper Nile Professional Training Centre	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist
4	Southern Africa Public Procurement Institute in JV	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist

No.	Consultant	A	B	C	D	E	F	Overall	Decision
	with Dr. John Garang Memorial Training Centre								
5	Nile Basin Procurement Capacity Partners in JV with South Sudan Management Institute	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist
6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	Pass	Pass	Pass	Pass	Pass	Pass	PASS	Shortlist
7	Pan-African Training Solutions Ltd.	Pass	Pass	Pass	Fail	Pass	Pass	FAIL	Not shortlisted
8	Meridian Public Sector Advisory Group	Pass	Pass	Fail	Fail	Pass	Pass	FAIL	Not shortlisted
9	Frontier Capacity Builders Ltd.	Pass	Fail	Fail	Pass	Pass	Pass	FAIL	Not shortlisted
10	Blue Nile Consulting and Training Services	Pass	Pass	Pass	Fail	Pass	Fail	FAIL	Not shortlisted
11	Equator Professional Services Ltd.	Pass	Fail	Fail	Fail	Pass	Fail	FAIL	Not shortlisted

1. 6.1 Evaluation Observations

- The six recommended Consultants demonstrated multiple recent assignments combining procurement training, curriculum development, trainer development and institutional capacity transfer.
- Each shortlisted association identified an international lead institution and a South Sudanese local training partner, with evidence of relevant twinning or partnership experience.
- Each non-shortlisted responsive Consultant failed at least one mandatory criterion; no relative score or ranking was used.
- Equator Professional Services Ltd. demonstrated useful local contextual experience but insufficient depth in accredited training, certification-system development and assignments of comparable scale.
- No financial proposal, technical methodology or key-expert curriculum vitae was evaluated at the EOI stage.

7. Recommended Shortlist

No.	Consultant / Association	Country / Association	Overall result	Recommendation
1	Africa Procurement Learning Consortium Ltd. in JV with Juba Institute of Public Administration	Kenya / South Sudan	PASS	Recommended for RFP
2	Global Procurement Academy Ltd. in JV with University of Juba School of Management	United Kingdom / South Sudan	PASS	Recommended for RFP
3	East African Institute for Supply Management in JV with Upper Nile Professional Training Centre	Uganda / South Sudan	PASS	Recommended for RFP
4	Southern Africa Public Procurement Institute in JV with Dr. John Garang Memorial Training Centre	South Africa / South Sudan	PASS	Recommended for RFP

No.	Consultant / Association	Country / Association	Overall result	Recommendation
5	Nile Basin Procurement Capacity Partners in JV with South Sudan Management Institute	Rwanda / South Sudan	PASS	Recommended for RFP
6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	Ethiopia / South Sudan	PASS	Recommended for RFP

The Committee confirms that the recommended shortlist provides adequate geographic and institutional diversity, includes credible international-local twinning arrangements and contains six Consultants with sufficient qualifications to compete at the Request for Proposals stage.

8. Consultants Not Shortlisted

No.	Consultant	Failed mandatory criterion/criteria	Reason
7	Pan-African Training Solutions Ltd.	D	No adequate evidence of a completed international-local twinning assignment involving sustainable institutional transfer.
8	Meridian Public Sector Advisory Group	C and D	Insufficient comparable assignments and no adequate evidence of completed twinning/ToT institutional transfer.
9	Frontier Capacity Builders Ltd.	B and C	Did not demonstrate the minimum relevant firm experience or two comparable assignments of the required scope.
10	Blue Nile Consulting and Training Services	D and F	No qualifying twinning assignment and insufficient demonstrated institutional capacity across ToT and certification systems.
11	Equator Professional Services Ltd.	B, C, D and F	Insufficient relevant/comparable experience, twinning evidence and institutional technical capacity.
12	Apex Learning and Certification Partners Ltd.	Preliminary responsiveness	Unsigned EOI and missing legal-registration and signatory-authority evidence; not assessed against detailed criteria.

9. Due Diligence Before Issuing the RFP

- Verify legal registration and good standing of each shortlisted firm and association member.
- Contact selected client references and confirm the substance, dates, role and satisfactory completion of cited assignments.
- Confirm the legal form of each association and obtain the Joint Venture agreement or sub-consultancy commitment required at RFP stage.
- Verify there is no conflict of interest, debarment or other eligibility restriction.
- Confirm shortlist composition and procurement method against the approved Procurement Plan and applicable financing requirements.
- Finalize the RFP, Terms of Reference, evaluation criteria, proposal-data sheet, draft contract and cost estimate before invitation.

10. Evaluation Committee Recommendation

The Evaluation Committee recommends that the Procurement Committee approve the six-firm shortlist in Section 7 and authorize the Ministry of Finance and Planning to invite the shortlisted Consultants to submit technical and financial proposals under the Quality- and Cost-Based Selection method, subject to completion of due diligence and the required approval process.

PROPOSED DECISION: Approve the recommended shortlist of six Consultants and authorize preparation and issue of the Request for Proposals after completion of due diligence and subsequent Accounting Officer approval.

11. Evaluation Committee Sign-Off

Name / role	Signature	Date
Mr. James Lual Deng — Chairperson	_____	_____
Ms. Nyibany Arop Kuel — Member	_____	_____
Mr. Peter Biar Ajak — Member	_____	_____
Ms. Achol Nyandeng Deng — Member	_____	_____
Mr. Samuel Lado Wani — Secretary	_____	_____

12. Procurement Committee Decision

Decision	Tick / state conditions
Approve the recommended shortlist	☐
Approve subject to the following conditions	☐ _____
Return the report for clarification or re-evaluation	☐ _____
Do not approve, for the following reasons	☐ _____
Chairperson, Procurement Committee	Signature Date
Name: _____	_____

13. Accounting Officer Decision

Following the Procurement Committee's decision, the shortlist is submitted to the Accounting Officer for approval and authorization to issue the Request for Proposals in accordance with the applicable procurement framework.

Decision	Tick / state conditions
Approved	☐
Approved subject to conditions	☐ _____

Decision	Tick / state conditions	
Not approved / returned with reasons	☐ _____	
Accounting Officer	Signature	Date
Name: _____	_____ _____	_____ _____

ILLUSTRATIVE SAMPLE — ALL FIRMS, SCORES, NAMES AND DATES MUST BE REPLACED OR VERIFIED BEFORE OFFICIAL USE

PART I

SECTION 1: LETTER OF INVITATION (LOI)

Proposal No.: MoFP/PFMIS/2026–2027/C/001

FOR

CONSULTANCY SERVICES FOR PUBLIC PROCUREMENT TRAINING PROGRAMME THROUGH TWINNING ARRANGEMENTS WITH A LOCAL INSTITUTION

REQUEST FOR PROPOSALS (RFP)

Date: 20 August 2026

1. The Ministry of Finance and Planning has received a grant from the International Development Association (IDA) towards the cost of the South Sudan Public Financial Management and Institutional Strengthening (PFMIS) Project, and it intends to apply part of the proceeds of this grant to cover eligible payments under the contract for the Public Procurement Training Programme through Twinning Arrangements with a Local Institution, RFP No. MoFP/PFMIS/2026–2027/C/001.
2. The Ministry of Finance and Planning now invites proposals to provide the following consulting services: Public Procurement Training Programme through Twinning Arrangements with a Local Institution. More details on the services are provided in the Terms of Reference.
3. This Request for Proposal (RFP) has been addressed to the following short-listed Consultants:

No.	Short-listed Consultant	Country / Association
1	Africa Procurement Learning Consortium Ltd. in JV with Juba Institute of Public Administration	Kenya / South Sudan
2	Global Procurement Academy Ltd. in JV with University of Juba School of Management	United Kingdom / South Sudan
3	East African Institute for Supply Management in JV with Upper Nile Professional Training Centre	Uganda / South Sudan
4	Southern Africa Public Procurement Institute in JV with Dr. John Garang Memorial Training Centre	South Africa / South Sudan
5	Nile Basin Procurement Capacity Partners in JV with South Sudan Management Institute	Rwanda / South Sudan
6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	Ethiopia / South Sudan

It is not permissible to transfer this invitation to any other firm.

4. A firm will be selected under Quality- and Cost-Based Selection (QCBS) and procedures described in this RFP.
5. In addition to the Letter of Invitation, the RFP includes the following documents:
 - Section 2: Instructions to Consultants (ITC) and Proposal Data Sheet (PDS)
 - Section 3: Technical Proposal – Standard Forms
 - Section 4: Financial Proposal – Standard Forms
 - Section 5: Eligible Countries
 - Section 6: Terms of Reference
 - Section 7: General Conditions of Contract (GCC)

Section 8: Special Conditions of Contract (SCC)

Section 9: Forms of Contract

Section 10: Appendices

6. Please inform us by 27 August 2026, in writing at PFMIS Project Management Unit, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba, Republic of South Sudan, by facsimile Not used, or by E-mail official PFMIS procurement email to be confirmed before issue:
 - (a) that you have received the Letter of Invitation;
 - (b) whether you intend to submit a proposal alone or intend to enhance your experience by requesting permission to associate with other firm(s) (if permissible under Section 2, Instructions to Consultants (ITC), Data Sheet 14.1.1).
7. Details on the proposal's submission date, time and address are provided in Clauses 27 [Proposal Submission] and 28 [Proposal Submission Deadline] of the ITC.

Yours sincerely,

Authorized Signature: _____

Name: _____

Title: Accounting Officer

Procuring Entity: Ministry of Finance and Planning

Address: Ministry Headquarters, Ministries Complex, Juba, Republic of South Sudan

ISSUE CONTROL: Insert the official logo, Accounting Officer's name and signature, and verified official email before transmitting the RFP.

SECTION 2. INSTRUCTIONS TO CONSULTANTS AND DATA SHEET

Instruction to Consultants (ITC) to be used for this Bid shall be “***the ITC for the Standard Request for Proposal Document for Selection of Consultants***” issued by the Public Procurement and Disposal of Assets Authority available on PPDA’s Website www.ppdaa.gov.ss

INSTRUCTIONS TO CONSULTANTS

DATA SHEET

Consultancy Services for Public Procurement Training Programme through Twinning Arrangements with a Local Institution
RFP No. MoFP/PFMIS/2026–2027/C/001

A. General

1 (c)	Republic of South Sudan.
2.1	Name of the PE: Ministry of Finance and Planning, working through the PFMIS Project Management Unit and the Public Procurement and Disposal of Assets Authority (PPDAA). Method of selection: Quality- and Cost-Based Selection (QCBS).
2.2	Financial Proposal to be submitted together with Technical Proposal: Yes. The name of the assignment is: Public Procurement Training Programme through Twinning Arrangements with a Local Institution.
2.3	A pre-proposal conference will be held: Yes. Date: 3 September 2026. Time: 10:00 hours, Juba local time. Address: Main Conference Room, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba, Republic of South Sudan. Telephone: To be confirmed before issue. Facsimile: Not used. E-mail: Official PFMIS procurement email to be confirmed before issue. Contact person/conference coordinator: Head of Procurement Unit, PFMIS Project Management Unit.
2.4	The PE will provide the following inputs, project data and reports to facilitate preparation of Proposals: • Terms of Reference and available PFMIS Project documentation relevant to the assignment; • PPDAA Capacity Development Programme 2022–2028 and relevant capacity assessments; • PPDA Act 2018, PPDA Regulations 2024, approved Standard Bidding Documents and relevant procurement manuals/guidelines; • Available information on PPDAA institutional arrangements, procurement structures and selected MDAs; • Access to designated focal persons for clarification and preparation purposes, subject to prior arrangement.
4.1	Unfair Competitive Advantage: No shortlisted Consultant has been provided exclusive information. All background documents made available by the PE will be issued to all shortlisted Consultants through the RFP, formal clarification or addendum. Any Consultant that previously assisted with background work shall disclose that involvement; the PE will assess and mitigate any actual or perceived conflict in accordance with the ITC.

6.3.1	A list of debarred firms and individuals is available from the PPDA and the applicable financing institution's official debarment/sanctions sources. Consultants shall verify the current lists and remain eligible throughout the selection process.
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B. Preparation of Proposals

9.1	This RFP has been issued in the English language.
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10.1	The Proposal shall comprise the following: 1st Inner Envelope with the Technical Proposal: (1) Power of Attorney to sign the Proposal; (2) TECH-1; (3) TECH-2; (4) TECH-3; (5) TECH-4; (6) TECH-5; and (7) TECH-6. TECH-7 Code of Conduct (ES): Not required for this assignment. The PE may require an appropriate professional conduct and safeguarding undertaking during negotiations and contract performance. 2nd Inner Envelope with the Financial Proposal: (1) FIN-1; (2) FIN-2; (3) FIN-3; (4) FIN-4; and (5) Statement of Undertaking.
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10.2	Statement of Undertaking is required: Yes. Paragraph (e) shall be included in Form TECH-1.
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11.1	Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible: No, except that a Non-Key Expert may participate in more than one Proposal only with the PE's prior written approval and where no conflict of interest arises.
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12.1	Proposals shall be valid until 28 January 2027.
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13.1	Clarifications may be requested no later than ten (10) calendar days prior to the submission deadline, namely by 20 September 2026. Contact: Head of Procurement Unit, PFMIS Project Management Unit, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba. Facsimile: Not used. E-mail: Official PFMIS procurement email to be confirmed before issue.
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14.1.1	Shortlisted Consultants may associate with: (a) non-shortlisted Consultant(s): Yes, only with the prior written approval of the PE and provided the association does not change the lead Consultant or materially alter the basis on which the Consultant was shortlisted. (b) other shortlisted Consultants: No.
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14.1.2	Estimated input of Key Experts' time-input: approximately sixteen (16) person-months, equivalent to the indicative 350 person-days stated in the Terms of Reference. This estimate is for guidance and does not prescribe a minimum input.
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14.1.3	Not applicable. The Contract is expected to be Lump-Sum.
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14.1.4 and 27.2	Not applicable. The selection method is QCBS, not Fixed Budget Selection.
16.1	The Financial Proposal shall include all costs necessary to perform the assignment, including: (1) per diem and accommodation for Experts while away from their home office; (2) international and local travel, transport, visas, insurance and subsistence; (3) office accommodation, overheads and back-stop support; (4) communications and information technology costs; (5) purchase, rental or freight of equipment required for the Services; (6) preparation, printing and delivery of reports, curricula, manuals, trainer guides, learning resources and assessment tools; (7) training-delivery costs under the Consultant's responsibility, including Experts, materials and facilitation, but excluding facilities, refreshments and lunch expressly provided by the local institution under the TOR; (8) all other costs, allowances and incidental expenses required to complete the assignment.
16.2	A price adjustment provision applies to remuneration rates: No. The assignment is twelve months and the Contract is Lump-Sum.
16.3	No tax exemption has been confirmed for this Contract. Information on the Consultant's tax obligations shall be obtained from the relevant tax laws and the competent tax authority in the Republic of South Sudan. Consultants are responsible for obtaining independent tax advice. Applicable taxes will be addressed in accordance with ITC 25.1 and during contract negotiations.
16.4	The Financial Proposal may be stated in any fully convertible currency, singly or in a combination of up to three foreign currencies. The Financial Proposal shall state local costs in South Sudanese Pounds (SSP): Yes.

C. Submission, Opening and Evaluation

17.1	The Consultants shall not have the option of submitting their Proposals electronically. Proposals submitted by email or other electronic means will not be accepted.
17.4	The Consultant must submit: (a) Technical Proposal: one (1) original and three (3) copies; (b) Financial Proposal: one (1) original.
17.7 and 17.9	The Proposals must be submitted no later than: Date: 30 September 2026. Time: 10:00 hours, Juba local time. Proposal submission address: Head of Procurement Unit, PFMIS Project Management Unit, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba, Republic of South Sudan. The outer envelope shall be marked: "DO NOT OPEN BEFORE 10:30 HOURS ON 30 SEPTEMBER 2026 — RFP NO. MoFP/PFMIS/2026–2027/C/001."

19.1	An online option for opening the Technical Proposals is offered: No. The opening shall take place at: Main Conference Room, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba, Republic of South Sudan. Date: 30 September 2026. Time: 10:30 hours, Juba local time.
19.2	In addition, the following information will be read aloud and recorded at the opening of Technical Proposals: name of the Consultant; presence of any modification, substitution or withdrawal; number of copies; and confirmation that the Financial Proposal is contained in a separate sealed envelope. Technical scores, financial information and proposal details will not be announced.
21.1	Criteria, sub-criteria and point system for evaluation of Technical Proposals: (i) Specific experience of the Consultant relevant to the Assignment: 10 points. (ii) Adequacy and quality of the proposed methodology and work plan in responding to the TOR: 35 points, comprising: technical approach and methodology 15; work plan and deliverables schedule 10; organization and staffing 5; quality assurance and risk management 5. (iii) Key Experts' qualifications and competence: 40 points, comprising: K-1 Team Leader / Procurement Capacity Development Specialist — 16 points; K-2 Curriculum Development and Adult Learning Specialist — 8 points; K-3 Public Procurement Training Specialist (Goods, Works and Services) — 6 points; K-4 Competency, Qualifications and Certification Specialist — 6 points; K-5 Training-of-Trainers and Institutional Development Specialist — 4 points. For each Key Expert: general qualifications 15%; adequacy for the Assignment 75%; relevant regional/contextual experience 10%. Total weight: 100%. (iv) Transfer of knowledge and sustainability programme: 10 points. (v) Participation by South Sudanese nationals among proposed Key Experts: 5 points, calculated as the ratio of national Key Experts' time-input to total Key Experts' time-input. Total points: 100. Minimum technical score (St) required to pass: 75 points.
23.1	An online option for opening the Financial Proposals is offered: No. Consultants that attain the minimum technical score will be invited in writing to attend the opening at the date, time and place specified in the invitation.
25.1	For evaluation, the PE will exclude identifiable local indirect taxes in accordance with ITC 25.1. At negotiations, applicable taxes will be discussed, finalized and shown separately in the Contract, including taxes payable by the Consultant and taxes withheld and paid by the PE on the Consultant's behalf.
26.1	The single currency for conversion of all prices is: South Sudanese Pounds (SSP). Official source of the selling exchange rate: Bank of South Sudan published selling exchange rate, or another official rate specified by addendum if the published rate is unavailable. Date of the exchange rate: 2 September 2026.

27.1 (QCBS only)	The lowest evaluated Financial Proposal (Fm) will receive the maximum financial score (Sf) of 100. The financial score of each other Proposal will be: $Sf = 100 \times Fm/F$, where F is the evaluated price of the Proposal under consideration. Weights: Technical Proposal T = 80%; Financial Proposal P = 20%. Combined score: $S = St \times 80\% + Sf \times 20\%$.
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D. Negotiations and Award

28.1	Expected date for contract negotiations: 15 December 2026. Address: PFMIS Project Management Unit, Ministry of Finance and Planning Headquarters, Ministries Complex, Juba, Republic of South Sudan.
30.1	Contract award information will be published on the PPDAA Tender Portal and the Ministry of Finance and Planning website. Publication will be made within ten (10) days after contract signing.
30.2	Expected commencement of the Services: January 2027 at Juba, Republic of South Sudan.

ISSUE CONTROL: Confirm the official contact email and telephone, meeting room, applicable debarment links, tax source, exchange-rate source/date, proposal deadline and negotiation timetable before issuing the RFP.

SECTION 3. TECHNICAL PROPOSAL – STANDARD FORMS

{[Notes to Consultant](#) shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

CHECKLIST OF REQUIRED FORMS

FORM	DESCRIPTION	<i>Page Limit</i>
TECH-1	Technical Proposal Submission Form.	
TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.	
Power of Attorney	No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	
TECH-2	Consultant's Organization and Experience.	
TECH-2A	A. Consultant's Organization	
TECH-2B	B. Consultant's Experience	
TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the PE.	
TECH-3A	A. On the Terms of Reference	
TECH-3B	B. On the Counterpart Staff and Facilities	
TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	
TECH-5	Work Schedule and Planning for Deliverables	
TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	
TECH-7	Code of Conduct (ES)	

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal.

Form TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of PE]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: “We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope” or, if only a Technical Proposal is invited “We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope.”]*

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: “of our letter of intent to form a joint venture” or, if a JV is already formed, “of the JV agreement”} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant’s Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the PE.
- (b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Government policy in regard to corrupt and fraudulent practices as per ITC 5.
- (e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the Government.

- (f) *[Note to PE: Only if required in ITC10.2 (Data Sheet 10.2), include the following: In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the Republic of South Sudan.]*
- (g) Except as stated in the Data Sheet, Clause 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.
- (h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the PE is not bound to accept any Proposal that the PE receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or JV's name): _____

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last [....] years.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in SPP equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009– Apr.2010}	{e.g., "Improvement quality of.....": designed master plan for rationalization of; }	{e.g., Ministry of, country}	{e.g., SPP1 mill/SPP0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., "Support to sub-national government....." : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., SPP0.2 mil/SPP0.2 mil}	{e.g., sole Consultant}

FORM TECH-3

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE PE

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the PE, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the PE. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks ***Note to PE: add the following for supervision of infrastructure contracts such as Plant or Works and for other consulting services where the social risks are substantial or high***: “(including on the [environmental and] social aspects)” to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}
- b) **Work Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the PE), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your

understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

- c) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

FORM TECH-5**WORK SCHEDULE AND PLANNING FOR DELIVERABLES**

N°	Deliverables ¹ (D-..)	Months											
		1	2	3	4	5	6	7	8	9		n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5)												
	6) delivery of final report to Client}												
D-2	{e.g., Deliverable #2:.....}												
n													

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart.
- 3 Include a legend, if necessary, to help read the chart.

FORM TECH-6
TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)										Total time-input (in Months)			
		Position		D-1		D-2		D-3			D-...		Home	Field	Total
KEY EXPERTS															
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home] [Field]	[2 month] [0.5 m]		[1.0] [2.5]		[1.0] [0]							
K-2															
K-3															
n															
Subtotal															
NON-KEY EXPERTS															
N-1			[Home] [Field]												
N-2															
n															
Subtotal															
Total															

- 1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.
 - 2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
 - 3 "Home" means work in the office in the expert's country of residence. "Field" work means work carried out in the Client's country or any other country outside the expert's country of residence.
-  Full time input
 Part time input

**FORM TECH-6
(CONTINUED)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved}	

Expert's contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the PE.

{day/month/year}

Name of Expert

Signature

Date

{day/month/year}

Name of authorized
Representative of the Consultant
(the same who signs the Proposal)

Signature

Date

FORM TECH-7

[Note to PE: include this requirement for supervision of infrastructure contracts (such as Plant or Works) and for other consulting services where the social risks are substantial or high .]

Note to the Client:

The following minimum requirements shall not be modified. The Client may include additional requirements to address identified issues, informed by relevant environmental and social assessment.

Delete this Box prior to issuance of the RFP.

Note to the Consultant:

The minimum content of the Code of Conduct form as set out by the Client shall not be substantially modified. However, the Consultant may add requirements as appropriate, including to take into account Contract-specific issues/risks.

CODE OF CONDUCT FOR EXPERTS (ES) FORM

We are the Consultant, [enter name of Consultant]. We have signed a contract with [enter name of PE] for [enter description of the Services]. These Services will be carried out at [enter the Site and other locations where the Services will be carried out, as appropriate]. Our contract requires us to implement measures to address environmental and social risks related to the Services, including the risks of sexual exploitation, sexual abuse and sexual harassment.

This Code of Conduct is part of our measures to deal with environmental and social risks related to the Services. It applies to all Experts in places where the Services are being carried out.

This Code of Conduct identifies the behavior that we require from all Experts.

Our workplace is an environment where unsafe, offensive, abusive or violent behavior will not be tolerated and where all persons should feel comfortable raising issues or concerns without fear of retaliation.

REQUIRED CONDUCT

Experts shall:

1. carry out his/her duties competently and diligently;

2. comply with this Code of Conduct and all applicable laws, regulations and other requirements, including requirements to protect the health, safety and well-being of other Experts and any other person;
3. maintain a safe working environment including, as applicable, by:
 - a. ensuring that workplaces, equipment and processes under each person's control are safe and without risk to health;
 - b. wearing required personal protective equipment; and
 - c. following applicable emergency operating procedures.
4. report work situations that he/she believes are not safe or healthy and remove himself/herself from a work situation which he/she reasonably believes presents an imminent and serious danger to his/her life or health;
5. treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers or children;
6. not engage in Sexual Harassment, which means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature with other Experts, Contractor's Personnel (if applicable) or PE's Personnel;
7. not engage in Sexual Exploitation, which means any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;
8. not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions;
9. not engage in any form of sexual activity with individuals under the age of 18, except in case of pre-existing marriage;
10. complete relevant training courses that will be provided related to the environmental and social aspects of the Contract, including on health and safety matters, Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH);
11. report violations of this Code of Conduct; and
12. not retaliate against any person who reports violations of this Code of Conduct, whether to us or the PE, or who makes use of grievance mechanism for Experts, if any, or the project's Grievance Redress Mechanism.

RAISING CONCERNS

If any person observes behavior that he/she believes may represent a violation of this Code of Conduct, or that otherwise concerns him/her, he/she should raise the issue promptly. This can be done in either of the following ways:

1. Contact [*enter name of the Consultant's social expert with relevant experience in handling sexual exploitation, sexual abuse and sexual harassment cases, or if such person is not required under the Contract, another individual designated by the Consultant to handle these matters*] in writing at this address [] or by telephone at [] or in person at []; or
2. Call [] to reach the Consultant's hotline (*if any*) and leave a message.

The person's identity will be kept confidential, unless reporting of allegations is mandated by the country law. Anonymous complaints or allegations may also be submitted and will be given all due and appropriate consideration. We take seriously all reports of possible misconduct and will investigate and take appropriate action. We will provide warm referrals to service providers that may help support the person who experienced the alleged incident, as appropriate.

There will be no retaliation against any person who raises a concern in good faith about any behavior prohibited by this Code of Conduct. Such retaliation would be a violation of this Code of Conduct.

CONSEQUENCES OF VIOLATING THE CODE OF CONDUCT

Any violation of this Code of Conduct by Experts may result in serious consequences, up to and including termination and possible referral to legal authorities.

FOR EXPERT:

I have received a copy of this Code of Conduct written in a language that I comprehend. I understand that if I have any questions about this Code of Conduct, I can contact *[enter name of Consultant's contact person(s) with relevant experience]* requesting an explanation.

Name of Expert: [insert name]

Signature: _____

Date: (day month year): _____

Countersignature of authorized representative of the Consultant:

Signature: _____

Date: (day month year): _____

ATTACHMENT 1: Behaviors constituting Sexual Exploitation and Abuse (SEA) and behaviors constituting Sexual Harassment (SH)

ATTACHMENT 1 TO THE CODE OF CONDUCT FORM
BEHAVIORS CONSTITUTING SEXUAL EXPLOITATION AND ABUSE (SEA) AND BEHAVIORS
CONSTITUTING SEXUAL HARASSMENT (SH)

The following non-exhaustive list is intended to illustrate types of prohibited behaviors:

(1) Examples of sexual exploitation and abuse include, but are not limited to:

- An Expert tells a member of the community that he/she can get them jobs related to the Services (e.g. cooking and cleaning) in exchange for sex.
- An Expert that is connecting electricity input to households says that he can connect women headed households to the grid in exchange for sex.
- An Expert rapes, or otherwise sexually assaults a member of the community.
- An Expert denies a person access to the Site unless he/she performs a sexual favor.
- An Expert tells a person applying for employment under the Contract that he/she will only hire him/her if he/she has sex with him/her.

(2) Examples of sexual harassment in a work context

- An Expert comment on the appearance of another Expert (either positive or negative) and sexual desirability.
- When An Expert complains about comments made by another Expert on his/her appearance, the other Expert comment that he/she is “asking for it” because of how he/she dresses.
- Unwelcome touching of an Expert or Employer’s Personnel by another Expert.
- An Expert tells another Expert that he/she will get him/her a salary raise, or promotion if he/she sends him/her naked photographs of himself/herself.

SECTION 4. FINANCIAL PROPOSAL - STANDARD FORMS

{*Notes to Consultant* shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

- | | |
|-------|--|
| FIN-1 | Financial Proposal Submission Form |
| FIN-2 | Summary of Costs |
| FIN-3 | Breakdown of Remuneration, including Appendix A “Financial Negotiations - Breakdown of Remuneration Rates” in the case of QBS method |
| FIN-4 | Reimbursable expenses |

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of PE]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, *[Insert “including” or “excluding”] of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet.* The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, until *[insert day, month and year in accordance with ITC 12.1]*.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____

{If no payments are made or promised, add the following statement: “No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.”}

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet; delete columns which are not used}			
	{Insert Foreign Currency # 1}	{Insert Foreign Currency # 2, if used}	{Insert Foreign Currency # 3, if used}	{Insert Local Currency, if used and/or required (16.4 Data Sheet)}
Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) {insert type of tax e.g., VAT or sales tax}				
(ii) {e.g., income tax on non-resident experts}				
(iii) {insert type of tax}				
Total Estimate for Indirect Local Tax:				

Footnote: Payments will be made in the currency(ies) expressed above (Reference to ITC 16.4).

FORM FIN-3 BREAKDOWN OF REMUNERATION

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the PE. This Form shall not be used as a basis for payments under Lump-Sum contracts

A. Remuneration _____								
No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
_____	Key Experts							
K-1			[Home]					
			[Field]					
K-2								
_____	Non-Key Experts							
N-1			[Home]					
N-2			[Field]					
	Total Costs							

Appendix A. Financial Negotiations - Breakdown of Remuneration Rates

1. Review of Remuneration Rates

- 1.1. The remuneration rates are made up of salary or a base fee, social costs, overheads, profit, and any premium or allowance that may be paid for assignments away from headquarters or a home office. An attached Sample Form can be used to provide a breakdown of rates.
- 1.2. If the RFP requests submission of a technical proposal only, the Sample Form is used by the selected Consultant to prepare for the negotiations of the Contract. If the RFP requests submission of the financial proposal, the Sample Form shall be completed and attached to the Financial Form-3. Agreed (at the negotiations) breakdown sheets shall form part of the negotiated Contract and included in its Appendix D or C.
- 1.3. At the negotiations the firm shall be prepared to disclose its audited financial statements for the last three years, to substantiate its rates, and accept that its proposed rates and other financial matters are subject to scrutiny. The PE is charged with the custody of government funds and is expected to exercise prudence in the expenditure of these funds.
- 1.4. Rate details are discussed below:
 - (i) Salary is the gross regular cash salary or fee paid to the individual in the firm's home office. It shall not contain any premium for work away from headquarters or bonus (except where these are included by law or government regulations).
 - (ii) Bonuses are normally paid out of profits. To avoid double counting, any bonuses shall not normally be included in the "Salary" and should be shown separately. Where the Consultant's accounting system is such that the percentages of social costs and overheads are based on total revenue, including bonuses, those percentages shall be adjusted downward accordingly. Where national policy requires that 13 months' pay be given for 12 months' work, the profit element need not be adjusted downward. Any discussions on bonuses shall be supported by audited documentation, which shall be treated as confidential.
 - (iii) Social Charges are the costs of non-monetary benefits and may include, inter alia, social security (including pension, medical, and life insurance costs) and the cost of a paid sick and/or annual leave. In this regard, a paid leave during public holidays or an annual leave taken during an assignment if no Expert's replacement has been provided is not considered social charges.
 - (iv) Cost of Leave. The principles of calculating the cost of total days leave per annum as a percentage of basic salary is normally calculated as follows:

$$\text{Leave cost as percentage of salary} = \frac{\text{Total Days Leave} \times 100}{[365 - w - ph - V - S]}$$

Where w = weekends, ph = public holidays, v = vacation, and s = sick leave.

Please note that leave can be considered as a social cost only if the PE is not charged for the leave taken.

- (v) Overheads are the Consultant's business costs that are not directly related to the execution of the assignment and shall not be reimbursed as separate items under the Contract. Typical items are home office costs (non-billable time, time of senior Consultant's staff monitoring the project, rent of headquarters' office, support staff, research, staff training, marketing, etc.), the cost of Consultant's personnel not currently employed on revenue-earning projects, taxes on business activities, and business promotion costs. During negotiations, audited financial statements, certified as correct by an independent auditor and supporting the last three years' overheads, shall be available for discussion, together with detailed lists of items making up the overheads and the percentage by which each relates to basic salary. The PE does not accept an add-on margin for social charges, overhead expenses, etc. for Experts who are not permanent employees of the Consultant. In such case, the Consultant shall be entitled only to administrative costs and a fee on the monthly payments charged for sub-contracted Experts.
- (vi) Profit is normally based on the sum of the Salary, Social costs, and Overheads. If any bonuses paid on a regular basis are listed, a corresponding reduction shall be made in the profit amount. Profit shall not be allowed on travel or any other reimbursable expenses.
- (vii) Away from Home Office Allowance or Premium or Subsistence Allowances. Some Consultants pay allowances to Experts working away from headquarters or outside of the home office. Such allowances are calculated as a percentage of salary (or a fee) and shall not draw overheads or profit. Sometimes, by law, such allowances may draw social costs. In this case, the amount of this social cost shall still be shown under social costs, with the net allowance shown separately.

Sample Form

Consultant:
Assignment:

Country:
Date:

Consultant's Representations Regarding Costs and Charges

We hereby confirm that:

- (a) the basic fees indicated in the attached table are taken from the firm's payroll records and reflect the current rates of the Experts listed which have not been raised other than within the normal annual pay increase policy as applied to all the Consultant's Experts;
- (b) attached are true copies of the latest pay slips of the Experts listed;
- (c) the away- from- home office allowances indicated below are those that the Consultant has agreed to pay for this assignment to the Experts listed;
- (d) the factors listed in the attached table for social charges and overhead are based on the firm's average cost experiences for the latest three years as represented by the firm's financial statements; and
- (e) said factors for overhead and social charges do not include any bonuses or other means of profit-sharing.

[Name of Consultant]

Signature of Authorized Representative

Date

Name: _____

Title: _____

**Consultant's Representations Regarding Costs and Charges
(Model Form I)**

(Expressed in {insert name of currency*})

Personnel		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration Rate per Working Month/Day/Year	Social Charges ¹	Overhead ₁	Subtotal	Profit ²	Away from Home Office Allowance	Proposed Fixed Rate per Working Month/Day/Hour	Proposed Fixed Rate per Working Month/Day/Hour ¹
Home Office									
Client's Country									

{* If more than one currency is used, use additional table(s), one for each currency}

1. Expressed as percentage of 1
2. Expressed as percentage of 4

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the PE. This form shall not be used as a basis for payments under Lump-Sum contracts

B. Reimbursable Expenses								
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	{e.g., Per diem allowances**}	{Day}						
	{e.g., International flights}	{Ticket}						
	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between Insert place and Insert place}							
	{ e.g., reproduction of reports}							
	{e.g., Office rent}							
								
	{Training of the PE's personnel – if required in TOR}							
Total Costs								

Legend:

“Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. PE can set up a ceiling.

SECTION 5. ELIGIBLE COUNTRIES

In reference to ITC6.3.2, for the information of shortlisted Consultants, at the present time firms, goods and services from the following countries are excluded from this selection:

Under the ITC 6.3.2 (a): _____ [list country/countries to apply the restriction *or* state “none”]

Under the ITC 6.3.2 (b): _____ [list country/countries *or* indicate “none”]

SECTION 6. CORRUPT AND FRAUDULENT PRACTICES

UNDERTAKING BY BIDDER ON ANTI – BRIBERY POLICY / CODE OF CONDUCT AND COMPLIANCE PROGRAMME

Each Bidder must submit a statement, as part of the bid documents, in either of the two given formats which must be signed personally by the Chief Executive Officer or other appropriate senior corporate officer of the tendering company and, where relevant, of its subsidiary in the United Republic of South Sudan. If a tender is submitted by a subsidiary, a statement to this effect will also be required of the parent company, signed by its Chief Executive Officer or other appropriate senior corporate officer.

MEMORANDUM (Format 1)

This company _____ *[name of company]* places importance on competitive tendering taking place on a basis that is free, fair, competitive and not open to abuse. It is pleased to confirm that it will not offer or facilitate, directly or indirectly, any improper inducement or reward to any public officer their relatives or business associates, in connection with its bid, or in the subsequent performance of the contract if it is successful.

This company has an Anti-Bribery Policy/Code of Conduct and a Compliance Program which includes all reasonable steps necessary to assure that the No-bribery commitment given in this statement will be complied with by its managers and employees, as well as by all third parties working with this company on the public sector projects, or contract including agents, consultants, consortium partners, sub- contractors and suppliers. Copies of our Anti-Bribery Policy/Code of Conduct and Compliance Program are attached¹.

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Bidder: _____

Address: _____

¹Signing of this memorandum is not sufficient if it is not accompanied by the Anti-bribery Policy/Code of Conduct and Compliance programme of the Bidder. For bids submitted by the JVCA each member must submit its Anti-bribery Policy/Code of Conduct and Compliance programme

MEMORANDUM (Format 2)

This company _____ *[name of company]* has issued, for the purposes of this tender, a Compliance Program copy attached² - which includes all reasonable steps necessary to assure that the No-bribery commitment given in this statement will be complied with by its managers and employees, as well as by all third parties working with this company on the public sector projects or contract including agents, consultants, consortium partners, subcontractors and suppliers.

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Bidder: _____

Address: _____

²Signing of this memorandum is not sufficient if it is not accompanied by the Anti-bribery Policy/Code of Conduct and Compliance programme of the Bidder. For bids submitted by the JVCA each member must submit its Anti-bribery Policy/Code of Conduct and Compliance programme

SECTION 7. TERMS OF REFERENCE

Terms of Reference

for

Public Procurement Training Program through Twinning Arrangements with a Local institution

1. General Background

The Government of South Sudan (GoSS), through the Ministry of Finance and Planning (MoFP), has received a grant from the International Development Association (IDA) towards implementation of South Sudan Public Financial Management and Institutional Strengthening (PFMIS) Project. The project was approved by the World Bank Board of Directors in February 2022 and declared effective in June 2022 and is now ready for implementation. The project development objective is to improve and build capacity for budget preparation and implementation. The project aims to enhance predictability and transparency of the annual budget by improving core budget preparation and implementation processes.

The project focusses on improving predictability and timely payment of central government salaries and State transfers, greater transparency through timely disclosure of annual financial statements and procurement data, and improved submission of budget reporting by line ministries to the MOFP. The increased capacity in budget preparation and implementation will be reflected in sustained achievement of these improvements.

The project has four components as follows: **Component 1-** Strengthening budget preparation processes; **Component 2-** Strengthening the transparency and predictability of budget implementation and procurement for priority spending areas; **Component 3-** Supporting institutions, capacity development and facilitating change for PFM reform; and **Component 4-** Project management and learning

Through Component 2, the South Sudan government will strengthen its ability to make timely payments and transfers for priority spending areas including salaries and service delivery sectors, as well as to improve its ability to report on and manage expenditures. The prompt payment of civil servant salaries is a first priority as its absence is highly detrimental to motivation of civil servants in performance of their duties. Activities of this component will streamline processes and upgrade systems and procedures, including strengthening public procurement with the aim to put in place core processes of transparency and accountability of budget implementation.

2. Strengthening Public Procurement

Public procurement is central to the delivery of public services and the achievement of overall value for money in government spending. It is a strategic tool with the goal to enhance government accountability, integrity, transparency, and performance, as well as the quality of services. To this end, under sub-component 2.3- Strengthening of Public Procurement, the Government of South Sudan has undertaken some public procurement reforms with the goal of achieving the above stated objectives.

The key reform actions that have been undertaken under PFMIS Project since its inception in June 2022 include:

- (a) Establishment of the Public Procurement and Disposal of Assets Authority in February 2023;
- (b) Approval of the Organisation Structure and Staffing levels of PPDA. This allowed the recruitment of 32 staff out of 51 staff approved in the current nominal roll.
- (c) Approval of The Public Procurement and Disposal of Assets Regulations, 2024 by the Transitional National Legislative Assembly on 12th August 2024, and issue by the Minister of Finance and Planning on 17th October 2024.
- (d) Preparation and approval by PPDA Board of Directors, ten (10) Standard Bidding Documents for procurement of works, goods, non-consultancy and consultancy services, namely:
 - a. Request for Bids for Large Works, for Small Works, for Goods, for Non-consultancy Services; and for Design, Supply and Installation of Plant.
 - b. Request for Quotations for Goods, for Works and for Non-consultancy Services.
 - c. Request for Proposal for small Consultancy assignments, and for Complex Consultancy Services
- (e) Completed the preparation of the website www.ppdad.gov.ss and tender portal www.ppdad.tenderportal.gov.ss. All the prepared documents for procurement and disposal of assets have already been posted in the website. And bid invitations, bid awards and provider registration shall be carried out through the tender portal.
- (f) Setting up a Providers Registration System through the Tender Portal, to enable the registration of providers to participate in procurement opportunities advertised by the Procuring Entities.
- (g) Formation of Procurement Committees across MDAs- so far 40 Procurement Committees have been formed in MDAs and 11 in the States and Special Administrative areas
- (h) Seven 5-days dissemination workshops on PPDA Act 2018, PPDA Regulations 2024 and Standard Bidding Documents have been carried out in which about 190 members of procurement committees have attended.

Following the progress already made in putting up the necessary systems and structures, the PPDA, under its mandate of building the capacity of public officials to carry out and manage procurement and disposal of assets processes, wishes to engage an international training institution to support a National Public Procurement Training Program through twinning arrangements with a local institutions to provide short-to-medium term public procurement training for civil servants, and training of procurement committees established at the spending agencies.

3. Objective of the assignment

The objective of the assignment is to develop procurement capacity in South Sudan through a twinning arrangement with a local institution through a number of interrelated activities that will include:

- Development of comprehensive time bound costed procurement capacity building plan for the public sector;
- Design, develop and deliver short term training courses identified in the Procurement Capacity assessment report to cover goods, works and services. The courses shall be delivered in the facilities of the local institution.
- Design and develop medium- and long-term training courses at the local institution;
- Identify, train and mentor Trainers for short courses and medium term trainers to run the courses at the local institution; and
- Development of procurement core competencies and certification scheme for public sector.

4.0 Detailed Scope of services by the Consultant

The scope of work under the assignment will include:

- (A) **Development of comprehensive time bound costed procurement capacity building plan for the public sector:** Consultants will consult and discuss with PPDA and the Ministry of Public Service and Human Resources Development to understand the responsibilities and scope of work for procurement, review the current and projected workload of procurement staff in selected Ministries (not more than ten national ministries), review the PPDA's Capacity Development Programme 2022 to 2028 which was prepared with technical assistance from the Delegation of the European Union to South Sudan in 2022, ahead of establishment of PPDA in 2023
- (B) **Design, development and delivery of short-term training courses identified in the procurement capacity assessment report to cover goods, works and services:** The activities to be carried out under this task will include development of course materials and delivery of actual training to procurement staff and other staff from user departments. The focus of this training for procurement of goods, works, and consultants' services will be on compliance of rules and regulations including basic understanding of procurement core competence skills of purchasing, planning, and supply-chain management. This will be a three-to-four-week course. The course will be mainly compliance focused, with some basics of competence skills. The junior-mid level officials/ procurement officers (who actually prepares bidding documents, request for proposals, evaluation reports, etc) will be the key targets. Key features of the course will include: basic modules on procurement competence skills, modules on compliance of PPDA Act 2018 and Regulations 2024 and other relevant laws, detailed modules on procurement of goods, works, and consultants' services including hands-on training on the preparation of bidding documents/ request for proposals and evaluation of bids including contract management aspects, brief modules on the rules/ procedures/ documentation of the key Multilateral Development Banks (WB, ADB). To ensure sustainability, the training will be institutionalized and anchored locally in suitable institute in a way that the local institute over time develops capacity of its own

to offer such short term trainings on demand basis. The estimated number of officers to be trained is at about 400 eight sessions.

- (C) **Design, development and delivery of medium and long term training courses at the local institution:** The objective of this task is to develop capacity of the identified local institution to continue delivering of both short and long term courses. The consultant will work with the identified local institution to prepare a course modules to include medium and short term programmes, identify tutors to run the program, train and mentor tutors to run the program and work with appropriate authorities to get accreditation for the courses.
- (D) **Identify, train and mentor Trainers for short courses and medium term trainers to run the courses at the local institution:** The objective of this task is to develop the capacity of trainers of the local institution to undertake training alongside the trainers of the international institution. The aim is to develop a sustainable capacity to carry out short and medium term training in public procurement and disposal of assets beyond the current PFMIS Project.
- (E) **Development of procurement core competencies and certification scheme for the public sector:** The consultant will work with PPDA and other relevant MDAs to design job competencies for procurement staff and advise on career ladders linked to competencies. The consultant will establish a set of appropriate national procurement qualifications approved by the relevant national authorities and amenable to international recognition. The consultant will design core competency training and exam system based on a nationally or internationally recognized system. This core competence training will be distinct from the compliance-based training described under the main procurement training course. The module will depend on the type of certificate/ accreditation a candidate would like to pursue like CIPS. The consultant will also identify and advise PPDA on a local institution that could administer the competency training.

5. Responsibilities of the Local Institution

The Consultant shall work very closely with the local institution. It shall be the responsibility of the local institution to:

- (a) Appoint qualified staff who shall work with the consultant to design, develop and offer training. These are the staff intended for activity (D) above;
- (b) Ensure availability of the selected staff for training and offering training in accordance with the programme jointly developed by the Consultant and the local institution;
- (c) Provide training facilities which shall include lecture halls, refreshments and lunch for the participants;
- (d) Be willing to host similar trainings using trained staff after the expiry of this consultancy assignment; and
- (e) Office space to accommodate the Consultant's team.

6.0 Duration and deliverables under the assignment

The assignment will be carried out over a period of 12 months. The key deliverables from the consultant will be as follows:

Key objective area	Deliverables	Period of Delivery from Commencement of assignment
Inception Report	A detailed inception report outlining a clear methodology and implementation plan on how the Consultant will deliver the assignment	Within one Month
Planning and development of procurement capacity framework	Capacity Development Strategy and capacity building plan	Within 3 months
Design and development short courses	Courses content and Training Plan	Within 4 months
Design and development of medium term courses	Medium term course content, identification of Trainers and training of Trainers	Within 8 months
Core competencies development and certification scheme	National procurement qualifications, core competencies to be included in job descriptions and certification scheme.	Within 8 months
Delivery of short courses	Courses as per paragraph B above.	From month 6 to 12
Facilitate medium term training for local institution staff	At least 8 staff trained.	From 8 to 12 months
Completion of Assignment	Final report incorporating lessons learnt	Month 12

6. Staffing Requirements

The consultant shall be an established institution with expertise in training and procurement management. The Consultant will provide a Team Leader supported by a pool of Short Term Experts able to address the various skill mixes required under each of the project components. The Team Leader will be expected not only to manage the project for the full term of the assignment, but will also be expected to be in a position to and have the capacity to deliver a significant part of the services described in this TOR, i.e. the Team Leader is not a project manager but a Long Term Expert with the capacity both to deliver and manage the delivery of the services required by the TOR. The Team Leader will be an accomplished project manager and procurement/supply chain professional able to provide overall leadership and continuity to the programme as well as taking a hands-on approach in implementing programme components. It is for the Consultant to decide which of the services require reliance on Short Term Experts and which may be carried out by the Team Leader.

It is estimated that the total key staff will be 350 man-days over the duration of the assignment. The proposed inputs of the key staff are purely indicative and the Consultant should review this

and is free to propose staff inputs according to its own estimates which are adequate to deliver the services described in this TOR.

The Short Term Experts shall work as a team under the leadership of the Team Leader who will report to the Executive Director of PPDA. The consultant team members shall also remain individually and severally responsible for the tasks assigned to them and shall also, where requested, report individually to the Executive Director of PPDA.

It is expected that the Team Leader and each of the Short Term Experts has

- significant (10 years+) *practical* experience;
 - in the field of procurement and/or public procurement and/or related disciplines such as project management, supply chain management, strategic procurement, relevant to the proposed services;
 - in respect of the delivery of accredited procurement or public procurement training to international standards;
- has an internationally recognised professional procurement qualification such as, but not limited to, MCIPS

7. Obligation of the Client

The Client will provide the Consultant with the following:

- (a) Key project documentation necessary for the assignment; and
- (b) Support staff to work with Consultant during implementation;

The Consultant shall be entirely responsible for all other needs & facilities such as hiring a vehicle for the Team Leader and short term experts, laptop/computer and other support equipment, travel and subsistence expenses for the Team Leader and pool of short term experts, logistics and overheads to complete the activities of the project, costs of producing all training materials.

8. Confidentiality

All information provided by the client and stakeholders must be treated with the utmost confidentiality and used solely for the purpose of this consultancy.

PART II

SECTION 8. CONDITIONS OF CONTRACT AND CONTRACT FORMS

Foreword

1. Part II includes two types of standard Contract forms for Consulting Services (a Time-Based Contract and a Lump-Sum Contract).
2. **Time-Based Contract.** This type of contract is appropriate when it is difficult to define or fix the scope and the duration of the services, either because they are related to activities carried out by others for which the completion period may vary, or because the input of the consultants required for attaining the objectives of the assignment is difficult to assess. In time-based contracts the Consultant provides services on a timed basis according to quality specifications, and Consultant's remuneration is determined on the basis of the time actually spent by the Consultant in carrying out the Services and is based on (i) agreed upon unit rates for the Consultant's experts multiplied by the actual time spent by the experts in executing the assignment, and (ii) reimbursable expenses using actual expenses and/or agreed unit prices. This type of contract requires the Client to closely supervise the Consultant and to be involved in the daily execution of the assignment.
3. **Lump-Sum Contract.** This type of contract is used mainly for assignments in which the scope and the duration of the Services and the required output of the Consultant are clearly defined. Payments are linked to outputs (deliverables) such as reports, drawings, bill of quantities, bidding documents, or software programs. Lump-sum contracts are easier to administer because they operate on the principle of a fixed price for a fixed scope, and payments are due on clearly specified outputs and milestones. Nevertheless, quality control of the Consultant's outputs by the Client is paramount.
4. The templates are designed for use in assignments with consulting firms and shall not be used for contracting of individual experts. These standard Contract forms are to be used for complex and/or large value assignments, and/or for contracts above SPP300,000 equivalent or more unless.

STANDARD FORM OF CONTRACT

Consultant's Services Time-Based

Standard Form of Contract to be used for this Proposal shall be “***the Standard Form of Contract Consultants Services- Time based for the Standard Request for Proposal Document for Selection of Consultants***” issued by the Public Procurement and Disposal of Assets Authority available on PPDA's Website www.ppdAA.gov.ss

SECTION 8: SPECIAL CONDITIONS OF CONTRACT

Public Procurement Training Programme through Twinning Arrangements with a Local Institution

RFP No. MoFP/PFMIS/2026–2027/C/001 | Ministry of Finance and Planning | PFMIS Project

Drafting status: Employer-completed provisions are shown in blue. Items dependent on the selected Consultant's proposal or contract negotiations are expressly identified for completion before signature.

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	The Contract shall be construed in accordance with the laws of the Republic of South Sudan .
4.1	The language is: English .
6.1 and 6.2	Client: Ministry of Finance and Planning, Government of the Republic of South Sudan, PFMIS Project, Juba, Republic of South Sudan. Attention: Project Coordinator, PFMIS Project. Facsimile: Not applicable. E-mail: To be confirmed by the Client before contract signature. Consultant: The name and address stated in the successful Consultant's Proposal and finalized at contract negotiations. Attention / facsimile / e-mail: To be completed at contract negotiations.
8.1	If the selected Consultant is a single entity: N/A. If the selected Consultant is a Joint Venture: the Lead Member named in the accepted Proposal and Joint Venture Agreement shall act on behalf of the JV. The legal name shall be inserted before signature.
9.1	For the Client: Project Coordinator, PFMIS Project, or a duly authorized successor notified in writing. For the Consultant: The authorized representative identified in the accepted Proposal and confirmed during negotiations.
11.1	The effectiveness conditions are: execution of the Contract by both Parties; submission and acceptance of any required performance security; confirmation of availability of all Key Experts; and fulfilment of any other condition agreed during negotiations.
12.1	Termination of Contract for Failure to Become Effective: the time period shall be sixty (60) calendar days after the date of Contract signature.
13.1	Commencement of Services: within fourteen (14) calendar days after the Effective Date, or on another date stated in the Client's written notice to commence. Confirmation of Key Experts' availability shall be submitted as a written statement signed by each Key Expert.
14.1	Expiration of Contract: twelve (12) months from the Commencement Date, unless extended in accordance with the Contract.
21(b)	The Client reserves the right to determine, case by case, whether the Consultant should be disqualified from providing goods, works or non-consulting services because of a conflict described in GCC 21.1.3: Yes .
23.1	Limitation of liability: No additional limitation applies. The Consultant's liability shall be governed by the GCC and the applicable law of the Republic of South Sudan. Any proposed limitation may be considered only during negotiations and shall not apply to fraud, corruption, gross negligence, wilful misconduct, breach of confidentiality, infringement of intellectual property rights, or liability that cannot lawfully be limited.

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
24.1	The insurance coverage shall be maintained throughout performance and evidenced before commencement: (a) Professional liability insurance: not less than one hundred percent (100%) of the total Contract Price, in the currency or currencies of the Contract. (b) Third-party motor vehicle liability: in accordance with applicable law in South Sudan. (c) Third-party liability: not less than USD 100,000 per occurrence, or equivalent. (d) Employer's liability, workers' compensation, life, health, accident and travel insurance: in accordance with applicable law and appropriate to the assignment. (e) Loss of or damage to equipment, Consultant property and documents: full replacement value.
27.1	Exceptions to the Client's proprietary rights: the Consultant retains ownership of pre-existing methodologies, tools and materials identified in the accepted Proposal. The Client receives a perpetual, royalty-free, non-exclusive licence to use, reproduce and adapt them for governmental, training and capacity-development purposes in South Sudan.
27.2	The Consultant shall not use deliverables, training materials, participant data, reports or software developed specifically under this Contract for purposes unrelated to the Contract without the Client's prior written approval, except for non-confidential professional experience references.
29	The Consultant is required to have and enforce a Code of Conduct for Experts (ES), proportionate to the environmental and social risks of training delivery, field engagement and interaction with public officials and participants.
33.3	Experts or Subconsultants found to be in breach of the Consultant's Code of Conduct (ES), including provisions on sexual harassment, sexual exploitation and sexual abuse, shall be replaced by the Consultant or at the Client's written request, without additional cost to the Client.
36.1(a)–(f)	The Client shall provide timely access to relevant procurement laws, regulations, policies, manuals and non-confidential PFMS project documents; nominate focal points; facilitate introductions to relevant public institutions; review deliverables within the periods stated in the Terms of Reference; and, where agreed, facilitate access to government training venues. The Consultant remains responsible for its own offices, communications, transport, equipment and logistical arrangements unless expressly stated otherwise in the Contract.
36.1(f)	Other assistance: issuance of reasonable introduction letters and support for arranging stakeholder consultations. The Client does not guarantee visas, permits, tax exemptions, security escorts, participant attendance or access to third-party premises.
42.2	The ceiling in foreign currency or currencies is: the foreign-currency component of the negotiated and accepted Contract Price shown in Appendix C, inclusive of all Consultant costs and exclusive of reimbursable indirect local taxes expressly identified in the Contract. The ceiling in local currency is: the SSP component of the negotiated and accepted Contract Price shown in Appendix D, inclusive of all Consultant costs and exclusive of reimbursable indirect local taxes expressly identified in the Contract. Indirect local taxes: shall be reimbursed by the Client only where stated in the signed Contract, legally payable, supported by valid tax documentation, and not included in the Contract Price. The negotiated estimate shall be inserted before signature.
43.3	Price adjustment on remuneration does not apply because the planned Contract duration is less than eighteen (18) months.

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
44.1 and 44.2	No tax exemption is represented by this SCC. Subject to applicable South Sudan law and the signed Contract, the Client shall reimburse the Consultant, Subconsultants and Experts for eligible indirect local taxes that are expressly excluded from the Contract Price and supported by valid evidence. The Consultant remains responsible for income taxes, payroll obligations and taxes attributable to its own status or non-compliance.
45.1	The currencies of payment shall be the currency or currencies of the accepted Financial Proposal and negotiated Contract, comprising South Sudanese Pounds for local costs and not more than three freely convertible foreign currencies for foreign costs.
46.1(a)	Advance payment: ten percent (10%) of the Contract Price, in the same currency proportions as the Contract Price, payable within thirty (30) calendar days after the Effective Date and receipt of an acceptable advance-payment guarantee for the same amount and currencies. Recovery: in equal deductions from interim payments, commencing with the first payment, so that the advance is fully recovered when eighty percent (80%) of the Contract Price has been paid.
46.1(b)	The Consultant shall submit itemized statements and progress reports monthly .
46.1(e)	Foreign-currency account(s): to be stated by the Consultant and verified at negotiations. Local-currency account: to be stated by the Consultant and verified at negotiations.
47.1	Interest on delayed payments: the prevailing Bank of South Sudan policy rate plus two (2) percentage points per annum, calculated on the overdue amount from the due date until payment, subject to applicable law.
50	Disputes shall first be addressed through good-faith negotiations. If unresolved within thirty (30) days after written notice of dispute, the dispute shall be finally settled under the UNCITRAL Arbitration Rules in force on the date of the Contract. Number of arbitrators: one, unless the Parties agree that the complexity or value warrants three. Appointing authority: the Secretary-General of the Permanent Court of Arbitration, The Hague. Seat and venue: Nairobi, Kenya. Language: English. Qualifications and nationality: the sole or presiding arbitrator shall be an internationally recognized legal or technical expert and shall not be a national of South Sudan or of the Consultant's home country or, for a JV, any member's home country. The award shall be final and binding and enforceable in any court of competent jurisdiction.

APPENDICES

The Appendices to be used for this Proposal shall be ***“the Appendices for the Standard Request for Proposal Document for Selection of Consultants”*** issued by the Public Procurement and Disposal of Assets Authority available on PPDA’s Website www.ppd.gov.ss

STANDARD FORM OF CONTRACT

Consultant's Services Lump-Sum

Standard Form of Contract to be used for this Proposal shall be “***the Standard Form of Contract Consultants Services- Lump sum for the Standard Request for Proposal Document for Selection of Consultants***” issued by the Public Procurement and Disposal of Assets Authority available on PPDA's Website www.ppd.gov.ss

I. Appendices

The Appendices to be used for this Proposal shall be ***“the Appendices for the Standard Request for Proposal Document for Selection of Consultants”*** issued by the Public Procurement and Disposal of Assets Authority available on PPDA’s Website www.ppdaa.gov.ss

ORIGINAL

APLC
LEAD MEMBER LOGO

JIPA
LOCAL PARTNER LOGO

TECHNICAL PROPOSAL
CONSULTING SERVICES — FIRMS SELECTION
FOR
PUBLIC PROCUREMENT TRAINING PROGRAMME
THROUGH TWINNING ARRANGEMENTS WITH A LOCAL
INSTITUTION

RFP No. MoFP/PFMIS/2026–2027/C/001

SUBMITTED TO
MINISTRY OF FINANCE AND PLANNING
PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING PROJECT
JUBA, REPUBLIC OF SOUTH SUDAN

SUBMITTED BY
AFRICA PROCUREMENT LEARNING CONSORTIUM LTD.
(Lead Member — Republic of Kenya)
IN JOINT VENTURE WITH
JUBA INSTITUTE OF PUBLIC ADMINISTRATION
(JV Member and Local Twinning Institution — Republic of South Sudan)

Selection Method	Quality- and Cost-Based Selection (QCBS)
Proposal Component	Technical Proposal — Original
Submission Date	30 September 2026
Proposal Validity	Until 28 January 2027
Authorized Representative	Dr. Miriam Wanjiku Njoroge, Executive Director

CONFIDENTIAL — TO BE OPENED ONLY BY THE PROCURING ENTITY
The Financial Proposal is submitted separately in a sealed envelope.

JUBA, SEPTEMBER 2026
SAMPLE: Consultant names, addresses and signatory details are fictional.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

Juba, Republic of South Sudan, 30 September 2026

To:

The Project Coordinator
Public Financial Management and Institutional Strengthening Project
Ministry of Finance and Planning
Juba, Republic of South Sudan

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Public Procurement Training Programme through Twinning Arrangements with a Local Institution](#) in accordance with your Request for Proposals dated [20 August 2026](#) and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We are submitting our Proposal as a joint venture comprising: [Africa Procurement Learning Consortium Ltd., Riverside Office Park, Block B, Nairobi, Republic of Kenya \(Lead Member\)](#); and [Juba Institute of Public Administration, Plot 42, Ministries Road, Juba, Republic of South Sudan \(JV Member and Local Twinning Institution\)](#). We have attached a copy of our [Letter of Intent to Form a Joint Venture](#), signed by both participating members, which describes the proposed legal structure and confirms the joint and several liability of the members for performance of the Contract.

We hereby declare that:

- (a) All the information and statements made in this Proposal are true, and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Entity.
- (b) [Our Proposal shall be valid and remain binding upon us until 28 January 2027.](#)
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) We meet the eligibility requirements stated in ITC 6, and we confirm our understanding of our obligation to comply with the Government policy on corrupt and fraudulent practices under ITC 5.
- (e) We, together with our members, Sub-consultants, subcontractors, suppliers and service providers for any part of the Contract, are not subject to, and are not controlled by any entity or individual subject to, a temporary suspension or debarment imposed by the Government.
- (f) [In competing for, and if awarded in executing, the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the Republic of South Sudan.](#)
- (g) Except as stated in Data Sheet Clause 12.7, we undertake to negotiate a Contract on the basis of the Key Experts proposed in our Technical Proposal. We accept that substitution of Key Experts for reasons other than those permitted under ITC Clause 12 and ITC Clause 28.4 may lead to termination of Contract negotiations.
- (h) Our Proposal is binding upon us and is subject only to modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services no later than [the date specified in Data Sheet Clause 30.2, with commencement anticipated in January 2027.](#)

We understand that the Procuring Entity is not bound to accept any Proposal it receives.

We remain,
Yours sincerely,

Authorized Signature (in full and initials)	
Name and Title of Signatory	Dr. Miriam Wanjiku Njoroge, Executive Director
Name of Consultant	Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture
In the capacity of	Authorized Representative of the Lead Member and of the Joint Venture
Address	Riverside Office Park, Block B, P.O. Box 45120–00100, Nairobi, Republic of Kenya
Contact information	Telephone: +254 20 555 0140 E-mail: proposals@apl.c.example
Date	30 September 2026

Attachment: Power of Attorney authorizing the Lead Member’s representative to sign the Proposal on behalf of both JV members; and Letter of Intent to Form a Joint Venture signed by both members.

JOINT POWER OF ATTORNEY

FOR SUBMISSION AND EXECUTION OF A CONSULTING-SERVICES PROPOSAL

RFP No. MoFP/PFMIS/2026–2027/C/001

Public Procurement Training Programme through Twinning Arrangements with a Local Institution
SAMPLE — ALL ENTITIES, PERSONS, ADDRESSES AND EXECUTION DETAILS ARE FICTIONAL

KNOW ALL PERSONS BY THESE PRESENTS:

Africa Procurement Learning Consortium Ltd., a company incorporated under the laws of the Republic of Kenya, with its registered office at Riverside Office Park, Block B, P.O. Box 45120–00100, Nairobi, Republic of Kenya (“APLC” or the “Lead Member”); and

Juba Institute of Public Administration, a professional training institution registered in the Republic of South Sudan, with its principal office at Plot 42, Ministries Road, Juba, Republic of South Sudan (“JIPA” or the “JV Member”),

together constituting the **Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture** (“the JV” or “the Consultant”), hereby jointly and severally appoint:

Attorney	Dr. Miriam Wanjiku Njoroge
Title	Executive Director, Africa Procurement Learning Consortium Ltd.
Nationality	Kenyan
Identification	Passport No. KE-PF-260901 (fictional sample)
Business Address	Riverside Office Park, Block B, Nairobi, Republic of Kenya
E-mail / Telephone	proposals@apl.c.example / +254 20 555 0140

as the JV’s true and lawful attorney and Authorized Representative, with full authority in the name and on behalf of each member and the JV to:

- sign, initial, complete, submit, withdraw where lawfully permitted, and otherwise execute the Technical Proposal, Financial Proposal, forms, declarations, undertakings, schedules and supporting documents for the RFP;
- make corrections, provide clarifications, confirmations and additional information, and sign responses requested by the Ministry of Finance and Planning or its authorized representatives;
- represent the JV at proposal opening where applicable, technical discussions, due-diligence meetings, debriefings, contract negotiations and other procurement proceedings;
- negotiate and agree permissible modifications to methodology, staffing, work plan, deliverables, price breakdowns, taxes, payment arrangements and Contract provisions, subject to the RFP and written JV instructions;
- sign the Letter of Acceptance acknowledgement, negotiated minutes, Contract Agreement and related documents, and submit or arrange securities and information required from the successful Consultant;
- receive and acknowledge notices, correspondence, decisions, requests, complaints-related communications and service of documents addressed to the JV in connection with the procurement and resulting Contract;
- designate administrative contacts and authorize routine implementation correspondence after Contract signature; and
- do all lawful acts reasonably necessary to give effect to the foregoing authority.

2. Limitations and Effect

This Power of Attorney does not amend the Joint Venture’s joint and several liability, authorize an undisclosed transfer of participation, or permit any act prohibited by the RFP, applicable law or the Joint Venture Agreement. Material changes to JV membership or participation require the prior approvals specified in the procurement documents and Contract.

Each member ratifies and confirms all lawful acts performed by the Attorney within this authority. This appointment takes effect on **15 September 2026** and remains valid until completion of the procurement and, if the JV is awarded the Contract, until final discharge of the JV’s obligations, unless replaced by a joint written instrument accepted by the Procuring Entity. It may not be revoked unilaterally after Proposal submission.

EXECUTION BY THE JOINT VENTURE MEMBERS

Executed by duly authorized senior officers under the respective corporate and governing-board authorizations referenced below.

For Africa Procurement Learning Consortium Ltd. — Lead Member

Authorized Officer	Mr. Peter Mwangi Kamau, Board Chairperson
Signature	_____
Corporate Seal	[Affix Seal]
Date and Place	15 September 2026, Nairobi, Kenya
Authority	APLC Board Resolution No. APLC/BR/2026/09-04 dated 10 September 2026

For Juba Institute of Public Administration — JV Member

Authorized Officer	Mr. Deng Atem Akol, Governing Board Chairperson
Signature	_____
Institutional Seal	[Affix Seal]
Date and Place	15 September 2026, Juba, South Sudan
Authority	JIPA Governing Board Resolution No. JIPA/GB/2026/17 dated 11 September 2026

Acceptance by the Attorney

I, **Dr. Miriam Wanjiku Njoroge**, accept this appointment and undertake to exercise the authority honestly, within its stated limits and in accordance with the RFP, the JV Agreement, the anti-bribery undertaking and applicable law.

Attorney's Signature	_____
Date and Place	15 September 2026, Nairobi, Kenya

3. Witness / Notarial Attestation

Name and Capacity	_____
Signature and Official Stamp	_____
Commission / Registration No.	_____
Date and Place	_____

Attachments: Certified copies of APLC Board Resolution No. APLC/BR/2026/09-04; JIPA Governing Board Resolution No. JIPA/GB/2026/17; and the signatory's identification document. The final instrument should be notarized or authenticated where required by the RFP or applicable law.

FORM TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

SAMPLE — ALL CONSULTANT, PERSONNEL, CLIENT, CONTRACT AND OWNERSHIP DETAILS ARE FICTIONAL

A — Consultant's Organization

1. Joint Venture Structure and Background

The proposed Consultant is a two-member Joint Venture established specifically for this assignment. Africa Procurement Learning Consortium Ltd. (APLC) is the Lead Member, responsible for overall contract management, international quality assurance, curriculum architecture and mobilization of senior procurement specialists. Juba Institute of Public Administration (JIPA) is the South Sudanese JV Member and Local Twinning Institution, responsible for local institutional coordination, training delivery support, contextualization, participant administration, training-of-trainers and sustainability of the programme.

1.1 Africa Procurement Learning Consortium Ltd. — Lead Member

APLC is a private limited company incorporated in Kenya in 2012. Its principal office is at Riverside Office Park, Block B, Nairobi. The firm specializes in public procurement reform, professional competency frameworks, adult-learning systems, certification design, training-of-trainers, procurement leadership development and institutional strengthening. APLC maintains a permanent core team of 24 professionals and a roster of sector specialists working across Eastern and Southern Africa.

Proposed role in this assignment: Lead Member; overall technical leadership; curriculum and learning-material development; competency and certification framework; quality assurance; regional benchmarking; and contract administration.

1.2 Juba Institute of Public Administration — JV Member and Local Twinning Institution

JIPA is a South Sudanese not-for-profit professional training institution registered in 2015, with its principal campus at Plot 42, Ministries Road, Juba. It provides public-administration, procurement, financial-management and leadership training for public institutions. JIPA has 17 permanent staff, three training rooms, a 40-seat computer laboratory and a national network of part-time facilitators.

Proposed role in this assignment: local twinning institution; South Sudan contextualization; stakeholder coordination; participant management; venue and training logistics; co-facilitation; training-of-trainers; learning-platform administration; and institutionalization of the programme after completion.

2. Proposed Assignment Organization

JV Management Committee
APLC Executive Director + JIPA Director-General

Authorized JV Representative / Team Leader
Dr. Miriam Wanjiku Njoroge

Technical Quality Assurance Panel
Procurement | Adult Learning | Certification

Workstream 1: Diagnostic & Curriculum • Workstream 2: Training Delivery • Workstream 3: ToT & Institutionalization • Workstream 4: Monitoring, Evaluation & Knowledge Transfer

APLC Technical Team ↔ Integrated Joint Delivery Team ↔ JIPA Local Delivery and Administration Team

3. Governance, Board and Beneficial Ownership

APLC — Board of Directors

Name	Position	Nationality
Dr. Miriam Wanjiku Njoroge	Executive Director and Board Member	Kenyan
Mr. Peter Mwangi Kamau	Non-Executive Chairperson	Kenyan
Ms. Lillian Achieng Otieno	Finance and Audit Committee Chair	Kenyan
Prof. Samuel K. Mensah	Independent Non-Executive Director	Ghanaian

JIPA — Governing Board

Name	Position	Nationality
Mr. Deng Atem Akol	Board Chairperson	South Sudanese
Ms. Nyamal Lual Garang	Director-General and Board Secretary	South Sudanese
Dr. Rose Kiden Wani	Academic Affairs Committee Chair	South Sudanese
Mr. James Oyet Ladu	Finance Committee Member	South Sudanese

Beneficial Ownership

Entity	Beneficial owner / controlling body	Ownership / control	Basis
APLC	Dr. Miriam Wanjiku Njoroge	40%	Ordinary shares
APLC	Mr. Peter Mwangi Kamau	30%	Ordinary shares
APLC	Ms. Lillian Achieng Otieno	30%	Ordinary shares
JIPA	No private beneficial owner	Not applicable	Not-for-profit institution governed by its Governing Board

B — Consultant's Experience

Relevant company-level assignments successfully completed during the last ten (10) years (October 2016–September 2026). Values are stated as approximate South Sudanese Pounds (SPP) equivalents for evaluation consistency. Supporting contracts, completion certificates and client references would be supplied on request.

Duration	Assignment name and main deliverables/outputs	Client and country	Approx. contract value (SPP equivalent) / amount paid to firm	Role on assignment
Jan 2024–Mar 2025	Regional Public Procurement Professionalization and Certification Framework — competency mapping; four certification levels; curriculum; assessment bank; accreditation manual; ToT for 38 trainers. Key Experts: Dr. Miriam W. Njoroge, Prof. Daniel K. Mutesa, Ms. Amina Hassan. No Sub-consultants.	East African Public Procurement Forum; Kenya, Uganda, Rwanda and Tanzania	SPP 3.85 billion total / SPP 3.85 billion paid to APLC	APLC — Sole Consultant and contract lead
Jun 2022–Dec 2023	National Procurement Capacity Development Programme — training-needs assessment; modular courses for goods, works and services; e-learning content; delivery to 1,420 officers; ToT and results evaluation. Key Experts: Dr. Miriam W. Njoroge, Mr. Joseph K. Odhiambo. Sub-consultant: Kigali School of Management.	Ministry of Finance and Economic Planning; Rwanda	SPP 2.95 billion total / SPP 2.30 billion paid to APLC	APLC — Lead partner in JV; 78% share
Feb 2020–Nov 2021	Public Procurement Leadership Academy — institutional design; faculty development; procurement leadership programme; learning-management system; sustainability and revenue model. Key Experts: Prof. Daniel K. Mutesa, Ms. Amina Hassan. No Sub-consultants.	Public Procurement Regulatory Authority; Kenya	SPP 1.72 billion total / SPP 1.72 billion paid to APLC	APLC — Sole Consultant
Apr 2018–Sep 2019	Procurement Training Curriculum and Trainer Certification — revised national curriculum; case studies for works, goods and consulting services; trainer accreditation; 24 master trainers certified. Key Experts: Dr. Miriam W. Njoroge, Ms. Grace N. Kirui.	Procurement Policy Unit, Ministry of Finance; Malawi	SPP 1.26 billion total / SPP 1.01 billion paid to APLC	APLC — JV member and technical lead; 80% share
Mar 2023–Aug 2024	South Sudan Public-Sector Procurement Foundation Programme — contextualized training packages; delivery to 560 national and state officers; participant assessment; local facilitator mentoring; institutional handover. Key Experts: Ms.	National Capacity Building Secretariat; South Sudan	SPP 680 million total / SPP 680 million paid to JIPA	JIPA — Sole Consultant

Duration	Assignment name and main deliverables/outputs	Client and country	Approx. contract value (SPP equivalent) / amount paid to firm	Role on assignment
	Nyamal Lual Garang, Mr. Paulino K. Lado. No Sub-consultants.			
Jan 2021–Oct 2022	PFM and Procurement Training-of-Trainers Programme — institutional needs assessment; public procurement and budget-linkage modules; training for 32 trainers; coaching and observation; training quality manual. Key Experts: Dr. Rose Kiden Wani, Mr. Paulino K. Lado.	Local Government Board; South Sudan	SPP 410 million total / SPP 410 million paid to JIPA	JIPA — Sole Consultant
May 2019–Dec 2020	State-Level Procurement Compliance and Records Management Training — manuals; workshops in five states; procurement filing tools; post-training support and compliance review. Key Experts: Mr. James Oyet Ladu, Ms. Sarah N. Lokiru.	Governance Support Programme; South Sudan	SPP 295 million total / SPP 236 million paid to JIPA	JIPA — Local partner in consortium; 80% share
Jul 2017–Mar 2018	Introduction to Public Procurement and Contract Administration — course design; participant handbook; six cohorts; end-of-course assessments and completion report. Key Experts: Ms. Nyamal Lual Garang, Mr. Peter L. Modi.	Civil Service Training Directorate; South Sudan	SPP 165 million total / SPP 165 million paid to JIPA	JIPA — Sole Consultant

Certification: The JV confirms that the assignments above were performed under contracts held by the relevant JV member and do not rely on experience gained by individual experts while employed elsewhere.

Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

FORM TECH-3

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE PROCURING ENTITY

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint
Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

SAMPLE — CONSULTANT AND PERSONNEL DETAILS ARE FICTIONAL

The JV has reviewed the Terms of Reference and confirms that they are clear and sufficient for preparing the Proposal. The comments below are practical refinements intended to improve effectiveness, sustainability and value for money. They are not qualifications, exceptions or conditions to our Proposal and do not alter the Consultant's responsibility for delivering the Services.

A — On the Terms of Reference

No.	TOR area	Comment / proposed refinement	Expected benefit
1	Inception and baseline	Confirm an inception phase of four weeks covering stakeholder mapping, validation of target groups, baseline competency assessment, training-needs analysis and agreement on measurable indicators.	Produces an agreed evidence base and prevents premature finalization of course content.
2	Participant segmentation	Group learners by role, experience and procurement function: policy/oversight, procurement units, evaluation committees, contract managers, finance/internal audit and trainers.	Allows differentiated learning pathways instead of a single course for all participants.
3	South Sudan contextualization	Require each module to use the PPDA Act 2018, PPDA Regulations 2024, approved standard documents, procurement-planning and budget processes, and realistic South Sudan case studies.	Ensures direct application to national systems and institutional practice.
4	Competency and certification framework	Clarify that the Consultant will propose competency levels, assessment rules, moderation, recognition of prior learning and certification governance for Client approval.	Makes certification credible, consistent and sustainable beyond the assignment.
5	Training-of-trainers and institutionalization	Specify selection criteria for trainer candidates, minimum observed practice sessions, coaching, certification requirements and a post-assignment trainer-support mechanism.	Creates a capable local faculty and reduces dependence on external specialists.
6	Learning modalities and accessibility	Confirm a blended approach combining face-to-face learning, supervised workplace assignments, digital materials and accessible formats. Materials should use plain English and facilitator explanations suited to participant needs.	Improves participation, inclusion and learning retention where connectivity and prior knowledge vary.
7	Monitoring, evaluation and learning	Require baseline/endline assessments, attendance and completion data, participant feedback, trainer observation, application-of-learning checks and disaggregated reporting.	Provides evidence of knowledge gain, behavior change and institutional results.
8	Deliverable review protocol	Agree one consolidated set of Client comments per deliverable, named reviewers and a standard review period of ten working days, with acceptance criteria confirmed at inception.	Reduces contradictory comments and protects the delivery schedule.
9	Knowledge products and intellectual property	Confirm editable source files, final curricula, trainer guides, assessment tools, participant materials and learning-platform content as required handover products, subject to the Contract's provisions on pre-existing tools.	Enables the Ministry, PPDA and local twinning institution to maintain and update the programme.
10	Implementation sequencing and risk	Permit phased piloting before full rollout and maintain a joint risk register covering participant release, travel, security, connectivity, venue access and timely approvals.	Allows early learning and practical mitigation without changing the completion period.

B — On Counterpart Staff and Facilities

The following support is requested to facilitate timely delivery. Unless expressly agreed in the Contract, the Consultant will remain responsible for its own personnel, office accommodation, communications, computers, local transport, insurance and ordinary operating costs.

No.	Counterpart staff / facility	Requested Client support	Timing / responsibility
1	Client Project Focal Point	Nominate one senior PFMS official authorized to coordinate decisions, consolidate comments, confirm schedules and certify administrative completion of deliverables.	Part-time throughout; available for weekly coordination.
2	PPDAA Technical Counterpart	Nominate a procurement-policy specialist to validate legal and regulatory content, provide current standard documents and co-chair technical review sessions.	Approximately 2 days per week during inception and curriculum development; thereafter as required.
3	Counterpart Working Group	Establish a small group representing MoFP, PPDAA, civil service training, internal audit, relevant spending entities and the local twinning institution.	Monthly progress and technical-validation meetings.
4	Data and background documents	Provide current laws, regulations, manuals, procurement templates, training records, staffing information, relevant assessments and non-confidential procurement-planning information.	Electronic copies within ten working days of Contract effectiveness, subject to data-protection controls.
5	Stakeholder access	Issue introduction letters and facilitate appointments with selected ministries, agencies, states, training institutions and professional bodies.	Access coordinated during inception and validation stages.
6	Participant nomination and release	Approve transparent participant criteria, nominate participants on time and request supervisors to release selected staff for the full training period.	Final participant lists at least ten working days before each cohort.
7	Training and meeting facilities	Where government facilities are available, provide suitable rooms, reliable power, seating, basic accessibility, security clearance and reasonable access for setup. The Consultant will provide specialized training materials and equipment unless otherwise agreed.	Facilities confirmed at least fifteen working days before use.
8	Administrative liaison	Assign one administrative contact for invitation letters, attendance confirmation, venue coordination and official correspondence.	Available during mobilization and all training events.
9	ICT and learning-platform coordination	Nominate an ICT/data focal point to agree hosting, access rights, user administration, backup, cybersecurity and handover arrangements.	Engaged during platform configuration, testing and handover.
10	Review and approvals	Provide consolidated written comments and decisions within ten working days of receipt of each deliverable.	Delays in Client review should trigger prompt schedule consultation under the Contract.
11	Local transportation	No routine transport is requested from the Client. If access to a restricted government location requires official transport or escort, the Client should facilitate access subject to availability.	Consultant otherwise bears its own transport responsibility.
12	Office space and equipment	No dedicated office or equipment is requested. Temporary meeting space may be made available for agreed joint working sessions.	Consultant provides its normal office resources and communications.

Confirmation: These comments do not constitute deviations from the Terms of Reference or additional reimbursable items. Any accepted refinement will be finalized during negotiations and reflected in the agreed methodology, work plan or Contract.

Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

FORM TECH-4

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint
Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

SAMPLE — CONSULTANT, PERSONNEL AND EXPERIENCE DETAILS ARE FICTIONAL

Our delivery proposition

A co-created, competency-based and institutionally anchored procurement training system—not a stand-alone series of workshops. The assignment will leave the Ministry, PPDA and JIPA with tested curricula, certified local trainers, reusable assessment tools, editable learning materials, a practical quality-assurance system and evidence of learning application.

a) Technical Approach and Methodology

1. Understanding of the Assignment

The JV understands the assignment as a public-procurement professionalization and institutional-strengthening programme. Its success will be measured not only by the number of officers trained, but by whether targeted personnel demonstrate stronger competencies, apply the PPDA Act 2018 and PPDA Regulations 2024 consistently, connect procurement plans to approved budgets, improve evaluation and contract-management practice, and sustain training through a capable South Sudanese institution. The principal implementation challenge is to create one coherent national learning system for participants with different roles, experience, locations and access to technology. The approach must therefore combine national legal accuracy, adult-learning practice, differentiated learning pathways, strong quality assurance, practical workplace application and structured transfer of capability to JIPA and government counterparts.

2. Guiding Principles

Principle	Application to this assignment
Country ownership	Content and decisions will be co-created with MoFP, PPDA, JIPA and representative procuring entities.
Competency before content	Training modules and assessments will be derived from job tasks and required behaviors, not from a list of legal topics.
Practice-centered learning	At least 60% of facilitated time will use cases, simulations, document review, exercises, role practice and workplace assignments.
Differentiated pathways	Learners will be grouped by function and proficiency so foundation, practitioner, specialist and leadership needs are addressed.
Twinning and gradual transfer	APLC will initially lead, then co-deliver, observe and progressively transfer delivery and quality-control functions to JIPA.
Evidence and adaptation	Baseline, formative and endline evidence will be used to adapt content, pacing and learner support.
Inclusion and safe participation	Delivery will provide respectful, accessible and non-discriminatory learning arrangements and enforce the Experts' Code of Conduct.
Sustainability by design	Every activity will create reusable institutional assets, local capability or governance arrangements that continue after contract completion.

3. Five-Phase Delivery Methodology

Phase	Timing	Core methods	Primary result
Phase 1 — Mobilize and align	Month 1	Kick-off; confirm governance; stakeholder map; detailed implementation plan; document request; risk and quality registers; inception workshop.	Approved Inception Report and agreed performance framework.
Phase 2 — Diagnose and design architecture	Months 1–3	Institutional and training-needs assessment; competency baseline; role profiles; participant segmentation; curriculum architecture; certification options.	Diagnostic Report; Competency and Curriculum Framework.

Phase 3 — Develop, test and approve learning products	Months 2–5	Develop modules, cases, trainer guides, participant materials, assessments and digital resources; peer review; technical validation; pilot and revision.	Validated modular curriculum and pilot report.
Phase 4 — Deliver, assess and improve	Months 5–10	Roll out differentiated cohorts; pre/post assessment; workplace assignments; coaching; learner-support and adaptive improvement.	Cohort reports, assessment results and updated materials.
Phase 5 — Transfer, institutionalize and close	Months 7–12	ToT; supervised co-delivery; trainer certification; governance and sustainability plan; digital/source-file handover; final outcome review.	Certified trainers; institutionalization package; Final Report.

4. 4. Detailed Technical Methods

Method	Application
4.1 Diagnostic and competency mapping	Review laws, regulations, standard documents and existing training; conduct key-informant interviews and focus groups; survey target personnel; sample procurement records; map job roles and proficiency; establish a disaggregated baseline.
4.2 Curriculum and learning design	Use backward design: define workplace performance, specify learning outcomes, select assessment evidence, then design instruction. Modules will follow a common template and cover procurement planning/budget linkage, methods, bidding documents, evaluation, contract management, records, ethics, complaints, sustainable procurement and relevant ES considerations.
4.3 Adult-learning methodology	Apply short concept inputs followed by South Sudan cases, worked examples, group tasks, bid-evaluation simulations, procurement-plan exercises, document clinics, role practice, peer review, quizzes and supervised workplace assignments. Facilitators will use inclusive questioning and structured feedback.
4.4 Assessment and certification	Combine diagnostic tests, module quizzes, observed practical exercises, portfolio/workplace evidence and final competency assessment. Assessment blueprints, marking guides, moderation procedures, resit rules and certification thresholds will be approved before rollout.
4.5 Training-of-trainers	Select candidates using technical competence, facilitation potential, availability and institutional commitment. Use a learn–practice–observe–coach–certify sequence, with each candidate completing micro-teaching and supervised co-delivery before certification.
4.6 Blended learning and materials	Provide editable trainer guides, participant workbooks, slide decks, cases, answer guides, assessment tools and lightweight digital resources. Materials will be usable offline where connectivity is limited and will follow accessibility and plain-language standards.
4.7 Institutionalization	Establish course governance, annual delivery planning, trainer deployment, version control, learner records, quality review, certification administration and a realistic recurrent-cost model. JIPA will progressively assume operational responsibility.
4.8 Environmental and social practice	Apply the Consultant's Code of Conduct; safe and respectful venues; confidential complaint channels; non-discrimination; prevention of sexual exploitation, abuse and harassment; data privacy; accessible participation; incident escalation and referral consistent with the Contract.

5. 5. Quality Assurance and Results Measurement

Control area	Method
Technical accuracy	PPDAA technical review; legal-reference register; version control; peer review by the Technical Quality Assurance Panel.
Learning quality	Standard module template; facilitator briefing; observation checklist; assessment moderation; participant feedback and corrective action.
Deliverable control	Named author and reviewer; internal acceptance checklist; document-control log; one consolidated submission through the Team Leader.
Performance indicators	Baseline/endline competency scores; completion and certification rates; female participation; trainer certification; workplace-application evidence; Client acceptance; handover completion.

Adaptive management	Monthly dashboard; risk register; issue log; review meetings; documented changes to sequencing or learner support.
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6. 6. Key Risks and Mitigation

Risk	Mitigation
Delayed participant nomination or release	Agree criteria and annual calendar early; issue invitations through the Client; maintain reserve lists; confirm attendance ten working days before each cohort.
Different learner starting levels	Use baseline assessment and differentiated pathways; provide preparatory materials and targeted coaching.
Delayed review of deliverables	Agree reviewers and acceptance criteria at inception; submit review-ready products; request consolidated comments within ten working days.
Connectivity or power limitations	Use offline-capable materials; downloadable resources; printed backup packs; local storage and flexible synchronization.
Trainer attrition	Certify a larger trainer pool; use paired facilitators; maintain trainer records and annual refresher arrangements.
Security or access disruption	Maintain event-level risk checks, flexible sequencing and remote/hybrid alternatives where appropriate; comply with Client security advice.

b) Work Plan

7. 7. Implementation Logic and Milestones

The assignment will run for twelve months. Activities overlap deliberately: curriculum design begins while the diagnostic is finalized; trainer development starts during piloting; and institutionalization begins before full rollout so that JIPA participates in all core systems rather than receiving them only at handover.

No	Activity	Timing	Milestone / interim approval	Deliverable	Lead
1	Mobilization, kick-off, document review and inception	M1	Kick-off completed; governance, QA, risk and detailed schedule agreed	D1 Inception Report	Team Leader
2	Stakeholder, institutional and training-needs assessment	M1–M2	Baseline and participant segmentation validated	D2 Diagnostic and Training-Needs Assessment Report	Team Leader / M&E Specialist
3	Competency, curriculum and certification framework	M2–M3	Framework approved by technical working group	D3 Competency, Curriculum and Certification Framework	Competency Specialist
4	Module, case, assessment and digital-resource development	M2–M5	Complete draft package peer-reviewed	D4 Draft Training Package	Curriculum and Procurement Specialists
5	Pilot delivery and revision	M4–M5	Pilot completed; lessons and revisions approved	D5 Pilot and Validation Report; final training package	Training Specialist / JIPA
6	Main cohort delivery and workplace assignments	M5–M10	Planned cohorts delivered; learner evidence assessed	Monthly dashboards and cohort reports	Training Specialist / Local Facilitators
7	Training of trainers, coaching and certification	M6–M10	Local trainers complete observed practice and certification	D6 ToT and Trainer Certification Report	ToT Specialist
8	Learning platform, records and quality systems	M3–M10	Resources deployed; user and course records functioning	Digital repository and QA tools	E-learning and QA Specialists
9	Institutionalization and sustainability planning	M7–M11	Governance, annual plan and recurrent arrangements agreed	D7 Institutionalization and Sustainability Plan	ToT Specialist / Team Leader
10	Outcome review, handover and closure	M11–M12	Final assessment, source-file handover and closure workshop	D8 Final Report and Handover Package	Team Leader

8. 8. Final Documents and Institutional Outputs

Ref.	Output	Minimum content
D1	Inception Report	Detailed methodology, schedule, governance, stakeholder map, risk register, quality plan, results framework and confirmed data requirements.
D2	Diagnostic and Training-Needs Assessment Report	Institutional findings, role profiles, baseline results, participant segmentation and priority capability gaps.
D3	Competency, Curriculum and Certification Framework	Competency levels, learning pathways, module architecture, assessment and certification rules.
D4/D5	Complete Training Package	Editable facilitator guides, participant materials, slides, cases, exercises, assessments, answer guides and digital/offline resources, revised after pilot.
D6	ToT and Trainer Certification Report	Candidate selection, attendance, observation results, coaching actions, certification decisions and trainer roster.
D7	Institutionalization and Sustainability Plan	Governance, roles, course calendar, QA, version control, trainer deployment, learner records, financing and improvement cycle.
D8	Final Report and Handover Package	Results against baseline, disaggregated participation, lessons, recommendations, final source files, repository and signed handover record.

FORM TECH-5

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PFMIS/2026–2027/C/001 | Contract period: 12 months from commencement

SAMPLE — CONSULTANT AND PERSONNEL DETAILS ARE FICTIONAL

	Deliverables and activities required to produce them	Months after commencement												TOTAL / milestone
		1	2	3	4	5	6	7	8	9	10	11	12	
D-1	Inception Report													Month 1
	Kick-off, mobilization and document request	■												1 month
	Confirm governance, methodology, QA, risk and results framework	■												1 month
	Submit draft Inception Report	▲												M1
	Client review and consolidated comments	◆												10 working days
	Incorporate comments and submit final D-1	●												M1
D-2	Diagnostic and Training-Needs Assessment Report													Months 1–2
	Desk review, stakeholder mapping and instruments	■												1 month
	Interviews, focus groups, survey and baseline assessment	■	■											2 months
	Analysis, participant segmentation and draft report		■											1 month
	Client validation workshop and comments		◆											M2
	Submit final D-2		●											M2
D-3	Competency, Curriculum and Certification Framework													Months 2–3
	Define role profiles, competency levels and learning pathways		■											1 month
	Develop curriculum architecture, assessment and certification rules		■	■										2 months
	Technical working-group review and approval			◆										M3
	Submit final D-3			●										M3
D-4	Draft Training Package													Months 2–5
	Develop module outlines and learning outcomes		■	■										2 months
	Prepare trainer guides, participant materials, cases and exercises			■	■	■								3 months

	Deliverables and activities required to produce them	Months after commencement												TOTAL / milestone
		1	2	3	4	5	6	7	8	9	10	11	12	
	Develop assessment bank, marking guides and digital/offline resources			■	■	■								3 months
	Internal QA and PPDA technical review				◆									2 months
	Submit complete draft D-4					▲								M5
D-5	Pilot, Validation and Final Training Package													Months 4–5
	Prepare pilot cohort, facilitators and baseline tools				■									1 month
	Conduct pilot and collect learning/participant evidence				■	■								2 months
	Analyze pilot findings and revise all learning products					■								1 month
	Client validation and approval of final package					◆								M5
	Submit final D-5 and approved training package					●								M5
D-6	Training-of-Trainers and Trainer Certification Report													Months 6–10
	Select trainer candidates and conduct orientation						■							1 month
	ToT workshops and micro-teaching practice						■	■						2 months
	Supervised co-delivery, observation and coaching							■	■	■	■			4 months
	Moderation and trainer certification decisions										◆			M10
	Submit final D-6 and certified trainer roster										●			M10
D-7	Institutionalization and Sustainability Plan													Months 7–11
	Assess institutional systems, governance and recurrent requirements							■	■					2 months
	Design course governance, QA, records and trainer-deployment systems								■	■	■			3 months
	Prepare annual delivery plan, financing and improvement cycle									■	■			2 months
	Client/JIPA validation and approval											◆		M11
	Submit final D-7											●		M11
D-8	Final Report and Handover Package													Months 11–12
	Conduct endline assessment and analyze outcome evidence											■	■	2 months

	Deliverables and activities required to produce them	Months after commencement												TOTAL / milestone
		1	2	3	4	5	6	7	8	9	10	11	12	
	Complete source-file, digital repository and records handover											■	■	2 months
	Prepare draft Final Report and closure workshop												■	1 month
	Client review, final comments and acceptance												◆	M12
	Submit final D-8 and signed handover record												●	M12

Legend: ■ activity duration ▲ draft submission ◆ Client review/approval or validation milestone ● final submission/acceptance milestone

Planning assumptions: Client comments are consolidated and issued within ten working days unless otherwise agreed. Overlapping activities are intentional and follow the methodology in TECH-4. Detailed staffing inputs are presented in TECH-7.

Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

FORM TECH-6

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture
RFP No. MoFP/PFMIS/2026–2027/C/001 | Inputs in person-months | 1 person-month = 22 billable days

SAMPLE — CONSULTANT AND PERSONNEL DETAILS ARE FICTIONAL

No.	Name	Position	Work location	Expert input per deliverable (person-months)								Home total	Field total	Total input
				D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8			
KEY EXPERTS														
K-1	Dr. Miriam Wanjiku Njoroge	Team Leader / Procurement Capacity Development Specialist	Home	0.25	0.25	0.20	0.20	0.10	0.10	0.20	0.15	1.45		
			Field	0.20	0.30	0.20	0.20	0.20	0.20	0.25	0.27		1.82	3.27
K-2	Prof. Daniel K. Mutesa	Curriculum Development and Adult Learning Specialist	Home	0.10	0.15	0.25	0.60	0.15	0.05	0.05	0.10	1.45		
			Field	—	0.10	0.15	0.25	0.25	0.15	0.15	0.14		1.19	2.64
K-3	Mr. Joseph K. Odhiambo	Public Procurement Training Specialist — Goods, Works and Services	Home	0.05	0.15	0.10	0.40	0.10	0.10	0.10	0.18	1.18		
			Field	0.05	0.20	0.10	0.30	0.30	0.38	0.20	0.20		1.73	2.91
K-4	Dr. Grace N. Kirui	Competency, Qualifications and Certification Specialist	Home	0.05	0.20	0.45	0.30	0.10	0.05	0.10	0.10	1.35		
			Field	—	0.10	0.20	0.15	0.10	0.08	0.10	0.10		0.83	2.18
K-5	Ms. Nyamal Lual Garang	Training-of-Trainers and Institutional Development Specialist	Home	0.05	0.05	0.05	0.10	0.05	0.15	0.18	0.10	0.73		
			Field	0.10	0.20	0.10	0.20	0.25	0.70	0.60	0.30		2.45	3.18
								Key Experts subtotal				6.16	8.02	14.18

No.	Name	Position	Work location	Expert input per deliverable (person-months)								Home total	Field total	Total input
				D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8			
NON-KEY EXPERTS														
N-1	Mr. Samuel L. Wekesa	Monitoring, Evaluation and Learning Specialist	Home	0.05	0.15	—	—	0.05	0.05	0.05	0.05	0.40		
			Field	—	0.05	—	—	—	—	—		0.05	0.45	
N-2	Ms. Amina Hassan	E-learning and Digital Content Specialist	Home	—	—	0.05	0.10	0.05	0.03	0.03	0.02	0.28		
			Field	—	—	—	0.03	0.03	0.02	—	—		0.08	0.36
N-3	Mr. Paulino K. Lado	South Sudan Procurement Legal/Regulatory Adviser	Home	0.02	0.03	0.04	0.03	0.02	—	0.02	—	0.16		
			Field	0.01	0.03	0.02	0.02	0.01	—	0.02	0.02		0.13	0.29
N-4	Ms. Sarah N. Lokiru	Inclusion and Social Safeguards Focal Point	Home	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.16		
			Field	0.01	0.01	0.01	0.01	0.01	0.02	0.02	0.02		0.11	0.27
N-5	JIPA Local Facilitator Pool	Co-facilitation, learner support and workplace coaching	Home	—	—	—	0.02	0.02	0.03	0.02	0.01	0.10		
			Field	—	—	—	0.03	0.05	0.10	0.06	0.02		0.26	0.36
								Non-Key subtotal				1.10	0.63	1.73
								GRAND TOTAL				7.26	8.65	15.91

Reconciliation: Key Experts: 14.18 person-months (312 days); Non-Key Experts: 1.73 person-months (38 days); Total: 15.91 person-months (350 billable days). Minor differences from multiplication of displayed rounded figures may arise from two-decimal presentation.

Legend: light blue cells = Home input; light green cells = Field input. All inputs are intermittent/part-time unless the approved detailed mobilization schedule identifies a continuous full-time period.

Notes: "Home" means work in the expert's normal office in the country of residence. "Field" means work undertaken at Client, stakeholder, training or assignment locations in South Sudan or outside the expert's country of residence. Inputs align with TECH-4 and TECH-5 and will be finalized during negotiations without reducing responsibility for any deliverable.

Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

FORM TECH-6 (CONTINUED)

CURRICULUM VITAE (CV)

K-1 — Team Leader / Procurement Capacity Development Specialist

SAMPLE — ALL PERSONAL, EMPLOYMENT AND REFERENCE DETAILS ARE FICTIONAL

Position Title and No.	K-1, Team Leader / Procurement Capacity Development Specialist
Name of Expert	Dr. Miriam Wanjiku Njoroge
Date of Birth	14/06/1977
Country of Citizenship / Residence	Republic of Kenya / Kenya

9. Education

- PhD, Public Procurement and Governance — University of Nairobi, Kenya, 2008–2012
- MSc, Procurement and Logistics — University of Birmingham, United Kingdom, 2002–2003
- Bachelor of Commerce — Kenyatta University, Kenya, 1996–2000
- Certificate in Adult Learning and Facilitation — Kenya School of Government, 2015

10. Employment Record Relevant to the Assignment

Period	Employing organization, title/position and reference contact	Country	Relevant activities
Jan 2018–present	Africa Procurement Learning Consortium Ltd.; Executive Director and Principal Consultant. Reference: Mr. Peter M. Kamau, Board Chair; +254 20 555 0141; chair@apl.c.example	Kenya / regional	Leads procurement professionalization, competency frameworks, institutional diagnostics, certification design, quality assurance and multi-country capacity-development contracts.
Mar 2012–Dec 2017	Public Procurement Capacity Initiative; Senior Procurement Reform Adviser. Reference: Ms. Lillian A. Otieno; +254 20 555 0188; lotieno@ppci.example	Kenya / East Africa	Advised ministries and procurement authorities on training-needs assessment, procurement curricula, professional standards, reform implementation and monitoring.
Jul 2004–Feb 2012	Kenya Institute of Supply Management; Head of Public-Sector Programmes. Reference: Registrar; +254 20 555 0110; registrar@kism-example.org	Kenya	Managed public procurement training, trainer development, course accreditation and institutional partnerships.

11. Membership in Professional Associations and Publications

Fellow, Kenya Institute of Supplies Management; Member, Chartered Institute of Procurement and Supply; Member, African Public Procurement Network. Selected publications: "Competency-Based Professionalization of Public Procurement in Africa" (2024); "From Training Events to Institutional Capability" (2021).

12. Language Skills

English — fluent; Kiswahili — fluent; French — working knowledge.

13. Adequacy for the Assignment

Detailed Tasks Assigned on Consultant's Team of Experts	Prior Work / Assignments Best Illustrating Capability
Overall leadership and integration; D1 inception; D2 diagnostic and baseline; oversight of D3–D7; Client coordination; quality assurance; risk and results management; D8 final report and handover.	Regional Public Procurement Professionalization and Certification Framework (2024–2025), Team Leader; Rwanda National Procurement Capacity Development Programme (2022–2023), JV Team Leader; Kenya Public Procurement Leadership Academy (2020–2021), Project Director.

Expert's contact information: E-mail: m.njoroge@apl.c.example | Telephone: +254 700 555 101

14. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity.

Dr. Miriam Wanjiku Njoroge	_____	30/09/2026
Dr. Miriam Wanjiku Njoroge Authorized Representative of the Consultant	_____	30/09/2026

Name

Signature

Date

FORM TECH-6 (CONTINUED)
CURRICULUM VITAE (CV)

K-2 — Curriculum Development and Adult Learning Specialist
SAMPLE — ALL PERSONAL, EMPLOYMENT AND REFERENCE DETAILS ARE FICTIONAL

Position Title and No.	K-2, Curriculum Development and Adult Learning Specialist
Name of Expert	Prof. Daniel Kato Mutesa
Date of Birth	03/11/1969
Country of Citizenship / Residence	Republic of Uganda / Uganda

15. Education

- PhD, Education and Curriculum Studies — Makerere University, Uganda, 2001–2005
- MEd, Adult and Continuing Education — University of Manchester, United Kingdom, 1996–1997
- BA Education — Makerere University, Uganda, 1988–1991
- Certificate in Digital Learning Design — University of Cape Town, South Africa, 2018

16. Employment Record Relevant to the Assignment

Period	Employing organization, title/position and reference contact	Country	Relevant activities
Aug 2016–present	Africa Procurement Learning Consortium Ltd.; Senior Curriculum and Adult Learning Specialist. Reference: Dr. Miriam W. Njoroge; +254 20 555 0140; director@apl.c.example	Uganda / regional	Designs competency-based curricula, facilitator guides, learner assessments, blended-learning resources, trainer standards and curriculum quality systems.
Jan 2008–Jul 2016	Makerere Centre for Lifelong Learning; Associate Professor and Programme Director. Reference: Centre Director; +256 414 555 110; director@mcll.example	Uganda	Led adult-learning research, curriculum development, faculty coaching, assessment design and institutional partnerships.
Sep 1998–Dec 2007	Uganda Management Institute; Senior Lecturer / Training Design Coordinator. Reference: Academic Registrar; +256 414 555 221; registrar@umi-example.org	Uganda	Designed and evaluated public-sector management programmes and trained government facilitators.

17. Membership in Professional Associations and Publications

Member, International Society for Performance Improvement; Member, Uganda Adult Education Network. Selected publications: "Designing Practice-Centred Learning for Public Officials" (2023); "Assessment for Professional Competence" (2019).

18. Language Skills

English — fluent; Luganda — fluent; Kiswahili — working knowledge.

19. Adequacy for the Assignment

Detailed Tasks Assigned on Consultant's Team of Experts	Prior Work / Assignments Best Illustrating Capability
D2 learning-needs analysis; D3 curriculum architecture; D4 module standards, trainer guides and participant materials; D5 pilot learning review; support to D6 ToT and D7 institutionalization; learning-quality contribution to D8.	Regional Procurement Certification Framework (2024–2025), Curriculum Lead; Kenya Public Procurement Leadership Academy (2020–2021), Learning Design Lead; Malawi Procurement Training Curriculum and Trainer Certification (2018–2019), Adult Learning Specialist.

Expert's contact information: E-mail: d.mutesa@apl.c.example | Telephone: +256 772 555 202

20. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity.

Prof. Daniel Kato Mutesa	_____	30/09/2026
Dr. Miriam Wanjiku Njoroge Authorized Representative of the Consultant	_____	30/09/2026
<i>Name</i>	<i>Signature</i>	<i>Date</i>

FORM TECH-6 (CONTINUED)

CURRICULUM VITAE (CV)

K-3 — Public Procurement Training Specialist — Goods, Works and Services

SAMPLE — ALL PERSONAL, EMPLOYMENT AND REFERENCE DETAILS ARE FICTIONAL

Position Title and No.	K-3, Public Procurement Training Specialist — Goods, Works and Services
Name of Expert	Mr. Joseph Kariuki Odhiambo
Date of Birth	22/02/1978
Country of Citizenship / Residence	Republic of Kenya / Kenya

21. Education

- MSc, Procurement and Contract Management — Jomo Kenyatta University of Agriculture and Technology, Kenya, 2007–2009
- BSc, Quantity Surveying — University of Nairobi, Kenya, 1997–2001
- Postgraduate Diploma, Public Procurement Law and Policy — University of Turin, Italy, 2014
- FIDIC Contract Management Certificate — 2017

22. Employment Record Relevant to the Assignment

Period	Employing organization, title/position and reference contact	Country	Relevant activities
Feb 2017–present	Africa Procurement Learning Consortium Ltd.; Principal Procurement Training Specialist. Reference: Dr. Miriam W. Njoroge; +254 20 555 0140; director@apl.example	Kenya / regional	Develops and delivers practical training for goods, works, consulting and non-consulting services; evaluation simulations; bidding documents; contract management and procurement planning.
Jan 2010–Jan 2017	National Infrastructure Procurement Support Unit; Senior Procurement and Contracts Adviser. Reference: Programme Director; +254 20 555 330; director@nipsu.example	Kenya	Supported procurement planning, works tendering, evaluation, contract administration, claims prevention and capacity building.
Jun 2002–Dec 2009	County Procurement Services; Procurement Officer / Senior Officer. Reference: Head of Supply Chain; +254 20 555 889; supplychain@county-example.go.ke	Kenya	Managed tender preparation, bid opening, evaluation support, contract records and supplier-performance monitoring.

23. Membership in Professional Associations and Publications

Chartered Member, Chartered Institute of Procurement and Supply; Registered Member, Kenya Institute of Supplies Management; Corporate Member, Institute of Quantity Surveyors of Kenya. Publication: "Practical Evaluation of Works and Services Bids" (2022).

24. Language Skills

English — fluent; Kiswahili — fluent.

25. Adequacy for the Assignment

Detailed Tasks Assigned on Consultant's Team of Experts	Prior Work / Assignments Best Illustrating Capability
Technical input to D2; procurement content for D3; lead development of D4 cases, exercises and simulations; lead D5 pilot and main cohort delivery; coaching under D6; practice inputs to D7 and D8.	Rwanda National Procurement Capacity Development Programme (2022–2023), Procurement Training Lead; Kenya Leadership Academy (2020–2021), Lead Facilitator; Malawi Curriculum and Trainer Certification (2018–2019), Works and Services Specialist.

Expert's contact information: E-mail: j.odhiambo@apl.example | Telephone: +254 711 555 303

26. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity.

Mr. Joseph Kariuki Odhiambo	_____	30/09/2026
Dr. Miriam Wanjiku Njoroge Authorized Representative of the Consultant	_____	30/09/2026
<i>Name</i>	<i>Signature</i>	<i>Date</i>

FORM TECH-6 (CONTINUED)

CURRICULUM VITAE (CV)

K-4 — Competency, Qualifications and Certification Specialist

SAMPLE — ALL PERSONAL, EMPLOYMENT AND REFERENCE DETAILS ARE FICTIONAL

Position Title and No.	K-4, Competency, Qualifications and Certification Specialist
Name of Expert	Dr. Grace Njeri Kirui
Date of Birth	09/09/1981
Country of Citizenship / Residence	Republic of Kenya / Kenya

27. Education

- PhD, Assessment and Qualifications Systems — University of Pretoria, South Africa, 2010–2014
- MEd, Measurement and Evaluation — Kenyatta University, Kenya, 2005–2007
- BEd, Business Studies — Moi University, Kenya, 1999–2003
- Certificate, ISO 17024 Personnel Certification Systems — 2019

28. Employment Record Relevant to the Assignment

Period	Employing organization, title/position and reference contact	Country	Relevant activities
May 2016–present	Africa Procurement Learning Consortium Ltd.; Competency and Certification Specialist. Reference: Dr. Miriam W. Njoroge; +254 20 555 0140; director@aplc.example	Kenya / regional	Develops competency models, qualifications pathways, assessment blueprints, moderation systems, recognition-of-prior-learning procedures and certification governance.
Jan 2011–Apr 2016	East Africa Qualifications Advisory Service; Senior Qualifications Specialist. Reference: Managing Director; +254 20 555 771; md@eaqas.example	Kenya / East Africa	Designed occupational standards, assessment and certification systems and advised professional bodies on quality assurance.
Aug 2004–Dec 2010	National Examinations and Assessment Council; Assessment Officer / Senior Officer. Reference: Director of Assessment; +254 20 555 909; assessment@neac.example	Kenya	Prepared assessment specifications, marking guides, moderation procedures and assessor-training programmes.

29. Membership in Professional Associations and Publications

Member, Association for Educational Assessment in Africa; Member, International Personnel Certification Association. Selected publication: "Moderation and Reliability in Professional Certification" (2020).

30. Language Skills

English — fluent; Kiswahili — fluent.

31. Adequacy for the Assignment

Detailed Tasks Assigned on Consultant's Team of Experts	Prior Work / Assignments Best Illustrating Capability
Lead competency assessment within D2; lead D3 competency, qualifications and certification framework; assessment blueprints and marking guides in D4; validation in D5; trainer assessment and certification under D6; governance inputs to D7 and outcome data for D8.	Regional Procurement Professionalization and Certification Framework (2024–2025), Certification Lead; Rwanda Capacity Development Programme (2022–2023), Assessment Specialist; Malawi Trainer Certification (2018–2019), Qualifications Adviser.

Expert's contact information: E-mail: g.kirui@aplc.example | Telephone: +254 722 555 404

32. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity.

Dr. Grace Njeri Kirui	_____	30/09/2026
Dr. Miriam Wanjiku Njoroge Authorized Representative of the Consultant	_____	30/09/2026
<i>Name</i>	<i>Signature</i>	<i>Date</i>

FORM TECH-6 (CONTINUED)

CURRICULUM VITAE (CV)

K-5 — Training-of-Trainers and Institutional Development Specialist

SAMPLE — ALL PERSONAL, EMPLOYMENT AND REFERENCE DETAILS ARE FICTIONAL

Position Title and No.	K-5, Training-of-Trainers and Institutional Development Specialist
Name of Expert	Ms. Nyamal Lual Garang
Date of Birth	18/04/1983
Country of Citizenship / Residence	Republic of South Sudan / South Sudan

33. Education

- MA, Public Administration and Management — University of Juba, South Sudan, 2012–2014
- Postgraduate Diploma, Training and Human Resource Development — Uganda Management Institute, Uganda, 2009–2010
- BA, Public Administration — University of Juba, Sudan, 2002–2006
- Certificate in Training-of-Trainers — Kenya School of Government, 2017

34. Employment Record Relevant to the Assignment

Period	Employing organization, title/position and reference contact	Country	Relevant activities
Jan 2018–present	Juba Institute of Public Administration; Director-General and Lead Facilitator. Reference: Mr. Deng Atem Akol, Board Chair; +211 922 555 505; chair@jipa.example	South Sudan	Leads institutional development, government training partnerships, trainer deployment, curriculum contextualization, training quality and sustainability planning.
Mar 2014–Dec 2017	National Capacity Building Secretariat; Senior Training and Institutional Development Officer. Reference: Executive Secretary; +211 922 555 511; secretary@ncbs.example	South Sudan	Planned public-sector training, coordinated ministries and states, developed trainers and monitored institutional-capacity programmes.
Jul 2007–Feb 2014	Civil Service Training Directorate; Training Officer / Senior Training Officer. Reference: Director; +211 922 555 522; director@cstd.example	South Sudan	Organized and facilitated public-administration training, maintained participant records and supported workplace-learning programmes.

35. Membership in Professional Associations and Publications

Member, South Sudan Human Resource Professionals Association; Member, African Association for Public Administration and Management. Publication: “Building Sustainable Public-Service Training Institutions in Fragile Contexts” (2022).

36. Language Skills

English — fluent; Dinka — fluent; Juba Arabic — fluent; Kiswahili — working knowledge.

37. Adequacy for the Assignment

Detailed Tasks Assigned on Consultant's Team of Experts	Prior Work / Assignments Best Illustrating Capability
Local coordination throughout D1–D8; stakeholder access and contextualization for D2–D5; lead trainer selection, ToT, observation, coaching and certification for D6; lead institutionalization and sustainability planning for D7; local handover and closure under D8.	South Sudan Public-Sector Procurement Foundation Programme (2023–2024), Project Director; PFM and Procurement ToT Programme (2021–2022), ToT Lead; Civil Service Procurement and Contract Administration Course (2017–2018), Lead Facilitator.

Expert's contact information: E-mail: n.garang@jipa.example | Telephone: +211 922 555 505

38. Certification

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Entity.

Ms. Nyamal Lual Garang	_____	30/09/2026
Dr. Miriam Wanjiku Njoroge Authorized Representative of the Consultant	_____	30/09/2026

Name

SECTION 6 — CORRUPT AND FRAUDULENT PRACTICES UNDERTAKING BY CONSULTANT ON ANTI-BRIBERY POLICY, CODE OF CONDUCT AND COMPLIANCE PROGRAMME

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

SAMPLE — CONSULTANT, SIGNATORY AND POLICY DETAILS ARE FICTIONAL

Submission choice: *Memorandum Format 1 is submitted. Format 2 is an alternative and is therefore not duplicated in this Proposal.*

MEMORANDUM — FORMAT 1

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture (“the JV”) places importance on competitive selection taking place on a basis that is free, fair, competitive and not open to abuse. The JV confirms that neither member will offer, promise, give, request, accept or facilitate, directly or indirectly, any improper inducement, advantage or reward to any public officer, relative, business associate or other person in connection with this Proposal or the subsequent performance of the Contract if successful.

Each JV member maintains an Anti-Bribery and Anti-Corruption Policy and Code of Conduct. The JV has adopted a project-specific Compliance Programme incorporating reasonable steps to ensure that this no-bribery commitment is observed by the members’ directors, managers and employees and by all third parties engaged for the assignment, including agents, advisers, consultants, Sub-consultants, subcontractors, suppliers, facilitators and service providers. Copies or consolidated project versions are attached as Annexes AB-1 to AB-4.

The members acknowledge that they are jointly and severally responsible for compliance in connection with this Proposal and any resulting Contract. A breach by one member, Expert or controlled third party will be treated as a JV compliance matter and reported, investigated and remediated under the attached programme.

Authorized Signature	_____
Name and Title of Signatory	Dr. Miriam Wanjiku Njoroge, Executive Director
Capacity	Authorized Representative of the Lead Member and the Joint Venture
Name of Consultant	Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture
Lead Member Address	Riverside Office Park, Block B, P.O. Box 45120–00100, Nairobi, Republic of Kenya
Local JV Member Address	Plot 42, Ministries Road, Juba, Republic of South Sudan
Date	30 September 2026

39. JV Member Acknowledgements

JV Member	Senior Corporate Officer	Signature	Date
Africa Procurement Learning Consortium Ltd. (Lead Member)	Dr. Miriam Wanjiku Njoroge, Executive Director	_____	30 September 2026
Juba Institute of Public Administration (JV Member)	Ms. Nyamal Lual Garang, Director-General	_____	30 September 2026

40.

41. Attachment Schedule

Annex	Document	Status
AB-1	JV Anti-Bribery and Anti-Corruption Policy	Attached
AB-2	Code of Conduct for JV Personnel and Third Parties	Attached
AB-3	Project Compliance Programme and Third-Party Due-Diligence Procedures	Attached
AB-4	JV Member Certifications and Reporting Contacts	Attached

ANNEX AB-1 — JV ANTI-BRIBERY AND ANTI-CORRUPTION POLICY

Policy statement. The JV applies zero tolerance to bribery, facilitation payments, kickbacks, secret commissions, collusion, coercion, obstruction, fraud and misuse of confidential procurement information.

- No director, employee, Expert or third party may offer, give, request or accept anything of value intended to influence an official decision or secure an improper advantage.
- Facilitation payments are prohibited, even if described as customary, urgent or administratively necessary. A credible threat to health or safety must be reported promptly and documented.
- Gifts, hospitality, travel, donations and sponsorships connected with the assignment require prior written compliance approval and must be modest, lawful, transparent and unrelated to a pending decision.
- Political contributions may not be made with JV or project resources. Charitable donations may not be used to influence an official or disguise a prohibited payment.
- Conflicts of interest, close public-official relationships and outside interests relevant to the assignment must be disclosed and managed before participation.
- Accurate books, invoices, attendance records, travel records and payment support must be maintained. False, incomplete, off-book or misleading entries are prohibited.
- No retaliation is permitted against a person who raises a concern in good faith or participates in an investigation.

Consequences. Confirmed breaches may result in removal from the assignment, disciplinary or contractual action, recovery of losses, termination, disclosure to the Procuring Entity and referral to competent authorities where required.

ANNEX AB-2 — CODE OF CONDUCT

All JV Personnel and third parties shall:

- perform duties honestly, competently and impartially and comply with the RFP, Contract and applicable laws;
- avoid fraud, bribery, collusion, coercion, obstruction and improper influence;
- protect confidential information and use project information only for authorized purposes;
- declare actual, potential or perceived conflicts of interest and follow the approved mitigation;
- treat Client personnel, participants, communities and colleagues with respect and without discrimination, harassment, exploitation or retaliation;
- use project funds, assets, training records and digital systems only for legitimate assignment purposes;
- report suspected misconduct promptly and cooperate with proportionate investigations; and
- complete required compliance, safeguarding, data-protection and ethical-conduct briefings before deployment.

ANNEX AB-3 — PROJECT COMPLIANCE PROGRAMME

Control	Project requirement
Leadership and responsibility	The JV Management Committee owns compliance. The Lead Member Compliance Officer administers the programme; JIPA appoints a local compliance focal point.
Risk assessment	Before mobilization and quarterly thereafter, the JV reviews risks related to government interaction, participant selection, venues, travel, payments, third parties, gifts and conflicts.
Third-party due diligence	No agent, Sub-consultant, supplier or facilitator may be engaged before identity, ownership, qualifications, sanctions/debarment status, conflicts, reputation and bank details are checked and documented.
Contract controls	Third-party agreements include scope, reasonable fees, invoicing evidence, audit rights, anti-bribery commitments, reporting duties and termination rights.
Payment controls	Payments require approved contracts or purchase orders, verified deliverables, valid invoices, segregation of duties and payment to an account held in the contracting party's name. Cash is exceptional and subject to enhanced approval.
Gifts and hospitality	Project-related gifts or hospitality require pre-approval and entry in the register. Cash gifts and benefits intended to influence a decision are prohibited.
Conflicts	Experts and decision-makers submit disclosures at mobilization and update them when circumstances change. Mitigation may include recusal, reassignment or removal.
Training and certification	All deployed Personnel complete induction and annual refresher training and sign the Code of Conduct.
Monitoring	The JV reviews transaction samples, third-party files, gift/conflict registers, complaints and corrective actions and reports material issues to the JV Management Committee.
Reporting and response	Concerns may be raised confidentially or anonymously. Reports are triaged promptly, evidence is protected, investigations are impartial and corrective actions are tracked.

ANNEX AB-4 — JV MEMBER CERTIFICATIONS AND REPORTING CONTACTS

Each member certifies that it has communicated this undertaking to its proposed Experts and relevant personnel, has authority to apply the programme, and will promptly notify the other member and the Procuring Entity of any material confirmed breach affecting the Proposal or Contract.

Function	APLC Lead Member	JIPA Local JV Member
Compliance contact	Ms. Lillian Achieng Otieno, Compliance Officer	Mr. James Oyet Ladu, Compliance Focal Point
E-mail	compliance@aplc.example	integrity@jipa.example
Confidential reporting	ethics@aplc.example	report@jipa.example
Telephone	+254 20 555 0160	+211 922 555 560

Certification signatures: APLC _____ JIPA _____ Date: 30 September 2026

ORIGINAL

APLC
LEAD MEMBER LOGO

JIPA
LOCAL PARTNER LOGO

FINANCIAL PROPOSAL
CONSULTING SERVICES — FIRMS SELECTION
FOR
PUBLIC PROCUREMENT TRAINING PROGRAMME
THROUGH TWINNING ARRANGEMENTS WITH A LOCAL
INSTITUTION

RFP No. MoFP/PFMIS/2026–2027/C/001

SUBMITTED TO
MINISTRY OF FINANCE AND PLANNING
PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING PROJECT
JUBA, REPUBLIC OF SOUTH SUDAN

SUBMITTED BY
AFRICA PROCUREMENT LEARNING CONSORTIUM LTD.
(Lead Member — Republic of Kenya)
IN JOINT VENTURE WITH
JUBA INSTITUTE OF PUBLIC ADMINISTRATION
(JV Member and Local Twinning Institution — Republic of South Sudan)

Selection Method	Quality- and Cost-Based Selection (QCBS)
Proposal Component	Financial Proposal — Original
Currencies	United States Dollars (USD) and South Sudanese Pounds (SSP)
Submission Date	30 September 2026
Proposal Validity	Until 28 January 2027
Authorized Representative	Dr. Miriam Wanjiku Njoroge, Executive Director

CONFIDENTIAL FINANCIAL PROPOSAL
DO NOT OPEN WITH THE TECHNICAL PROPOSAL
Open only after completion of the Technical Proposal evaluation and in accordance with the RFP.

JUBA, SEPTEMBER 2026

SAMPLE: Consultant names, addresses and signatory details are fictional.

FORM FIN-1

FINANCIAL PROPOSAL SUBMISSION FORM

CONFIDENTIAL — FINANCIAL PROPOSAL

SAMPLE — ALL CONSULTANT, SIGNATORY AND FINANCIAL DETAILS ARE FICTIONAL

Juba, Republic of South Sudan, 30 September 2026

To:

The Project Coordinator
Public Financial Management and Institutional Strengthening Project
Ministry of Finance and Planning
Juba, Republic of South Sudan

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **Public Procurement Training Programme through Twinning Arrangements with a Local Institution** in accordance with your Request for Proposals dated **20 August 2026** and our Technical Proposal.

Our attached Financial Proposal is for the amounts of **USD 485,000 (United States Dollars Four Hundred Eighty-Five Thousand)** and **SSP 420,000,000 (South Sudanese Pounds Four Hundred Twenty Million)**, **excluding** all indirect local taxes in accordance with Clause 25.1 of the Data Sheet. The estimated amount of local indirect taxes is **SSP 75,600,000 (South Sudanese Pounds Seventy-Five Million Six Hundred Thousand)**, which shall be confirmed or adjusted, if necessary, during negotiations and in accordance with applicable law. These amounts are the same as those presented in Form FIN-2.

Our Financial Proposal shall be valid and remain binding upon us, subject to modifications resulting from Contract negotiations, until **28 January 2027**.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, if we are awarded the Contract, are listed below:

Name and Address of Agent	Amount and Currency	Purpose of Commission or Gratuity
None	Nil	Not applicable

No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal or Contract execution.

We understand that you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature (in full and initials)	_____
Name and Title of Signatory	Dr. Miriam Wanjiku Njoroge, Executive Director
In the capacity of	Authorized Representative of the Lead Member and the Joint Venture
Name of Consultant	Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture
Address	Riverside Office Park, Block B, P.O. Box 45120-00100, Nairobi, Republic of Kenya
E-mail	proposals@apl.c.example
Date	30 September 2026

Attachment: Power of Attorney authorizing the Lead Member's representative to sign the Financial Proposal on behalf of both JV members.

FORM FIN-2

SUMMARY OF COSTS

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

CONFIDENTIAL FINANCIAL PROPOSAL — FICTIONAL SAMPLE

Currency presentation: United States Dollars (USD) for foreign costs and South Sudanese Pounds (SSP) for local costs, in accordance with Data Sheet ITC 16.4. Unused Foreign Currency Nos. 2 and 3 have been deleted.

Item	Foreign Currency No. 1 USD	Local Currency SSP
Cost of the Financial Proposal	485,000	420,000,000
Including:		
(1) Remuneration	420,000	300,000,000
(2) Reimbursables	65,000	120,000,000
Total Cost of the Financial Proposal — matching Form FIN-1	485,000	420,000,000

Indirect Local Tax Estimates — to be discussed and finalized during negotiations if the Contract is awarded

Estimated tax item	USD	SSP
(i) Estimated VAT / sales tax on eligible local-cost component	—	75,600,000
(ii) Other indirect local taxes	—	Nil
(iii) Income tax on non-resident experts	Not included — treated as a direct tax obligation, subject to applicable law	—
Total Estimate for Indirect Local Tax	—	75,600,000

Tax treatment: *The tax estimate is excluded from the Total Cost of the Financial Proposal and is provisional. Tax type, liability, applicable rate, exemptions and reimbursability will be confirmed during negotiations in accordance with the Data Sheet, applicable South Sudan law and the signed Contract.*

Footnote: Payments will be made in the currency or currencies expressed above in accordance with ITC 16.4.

Authorized Representative	Dr. Miriam Wanjiku Njoroge, Executive Director
Signature	_____
Date	30 September 2026

FORM FIN-3

BREAKDOWN OF REMUNERATION

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PMIS/2026–2027/C/001

CONFIDENTIAL FINANCIAL PROPOSAL — FICTIONAL SAMPLE

Lump-Sum contract note: *This remuneration breakdown demonstrates the basis of the Contract ceiling, supports tax calculations and may establish rates for Client-requested additional services. It is not a basis for payments under the Lump-Sum Contract.*

No.	Name	Position (as in TECH-6)	Work location	Rate currency	Person-month remuneration rate	Time input (person-months)	Calculated remuneration cost	
							USD	SSP
K-1	Dr. Miriam Wanjiku Njoroge	Team Leader / Procurement Capacity Development Specialist	Home	USD	35,000.00	1.45	50,750.00	—
			Field	USD	53,346.15	1.82	97,090.00	—
K-2	Prof. Daniel Kato Mutesa	Curriculum Development and Adult Learning Specialist	Home	USD	30,000.00	1.45	43,500.00	—
			Field	USD	38,000.00	1.19	45,220.00	—
K-3	Mr. Joseph Kariuki Odhiambo	Public Procurement Training Specialist — Goods, Works and Services	Home	USD	28,000.00	1.18	33,040.00	—
			Field	USD	36,000.00	1.73	62,280.00	—
K-4	Dr. Grace Njeri Kirui	Competency, Qualifications and Certification Specialist	Home	USD	30,000.00	1.35	40,500.00	—
			Field	USD	38,000.00	0.83	31,540.00	—
K-5	Ms. Nyamal Luar Garang	Training-of-Trainers and Institutional Development Specialist	Home	SSP	55,000,000	0.73	—	40,150,000
			Field	SSP	65,000,000	2.45	—	159,250,000
N-1	Mr. Samuel L. Wekesa	Monitoring, Evaluation and Learning Specialist	Home	USD	18,000.00	0.40	7,200.00	—
			Field	USD	24,000.00	0.05	1,200.00	—
N-2	Ms. Amina Hassan	E-learning and Digital Content Specialist	Home	USD	20,000.00	0.28	5,600.00	—
			Field	USD	26,000.00	0.08	2,080.00	—
N-3	Mr. Paulino K. Lado	South Sudan Procurement Legal/Regulatory Adviser	Home	SSP	35,000,000	0.16	—	5,600,000
			Field	SSP	42,000,000	0.13	—	5,460,000
N-4	Ms. Sarah N. Lokiru	Inclusion and Social Safeguards Focal Point	Home	SSP	32,000,000	0.16	—	5,120,000
			Field	SSP	38,000,000	0.11	—	4,180,000
N-5	JIPA Local Facilitator Pool	Co-facilitation, learner support and workplace coaching	Home	SSP	120,000,000	0.10	—	12,000,000
			Field	SSP	262,461,538	0.26	—	68,240,000
					TOTAL REMUNERATION	15.91	420,000.00	300,000,000

Reconciliation: Time input matches TECH-6. Total remuneration equals Form FIN-2: USD 420,000 and SSP 300,000,000. Displayed rates are rounded; underlying calculations are retained to sufficient precision to reconcile exactly. Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

FORM FIN-4

BREAKDOWN OF REIMBURSABLE EXPENSES

Africa Procurement Learning Consortium Ltd. / Juba Institute of Public Administration Joint Venture

RFP No. MoFP/PFMIS/2026–2027/C/001

CONFIDENTIAL FINANCIAL PROPOSAL — FICTIONAL SAMPLE

Lump-Sum contract note: *This breakdown demonstrates the basis for the Contract ceiling, supports applicable-tax calculations and may establish rates for Client-requested additional services. It is not a basis for payments under the Lump-Sum Contract.*

No.	Type of Reimbursable Expense	Unit	Unit Cost	Quantity	Calculated Cost	
					Foreign Currency No. 1 USD	Local Currency SSP
1	International return air travel for international Experts	Return ticket	USD 1,800	20	36,000	—
2	Per diem allowance for international Experts while away from usual residence	Night	USD 220	100	22,000	—
3	Visa, travel authorization and travel-insurance costs	Trip / Expert movement	USD 400	10	4,000	—
4	International communications, document transfer and coordination	Lump sum	USD 3,000	1	3,000	—
5	Local transportation for Experts, facilitators and assignment activities	Vehicle-day	SSP 500,000	60	—	30,000,000
6	Training and validation venue hire where government facilities are unavailable	Venue-day	SSP 1,200,000	30	—	36,000,000
7	Participant training materials, printing, stationery and learning packs	Participant set	SSP 50,000	600	—	30,000,000
8	Participant refreshments during scheduled training and validation events	Participant-day allowance	SSP 30,000	600	—	18,000,000
9	Local internet, digital repository hosting and data services	Month	SSP 500,000	12	—	6,000,000
	TOTAL REIMBURSABLE COSTS — matching Form FIN-2				65,000	120,000,000

Legend: A per diem allowance is payable for each eligible night an Expert is required by the Contract to be away from the Expert's usual place of residence, subject to the agreed ceiling and supporting travel records.

Pricing assumptions: *Amounts are exclusive of indirect local taxes identified separately in FIN-2. No profit is applied to reimbursable expenses. Unused Foreign Currency Nos. 2 and 3 have been deleted. Any material change to quantities or unit rates for additional services requires prior written Client authorization.*

Authorized Representative: Dr. Miriam Wanjiku Njoroge Signature: _____ Date: 30 September 2026

GOVERNMENT OF THE REPUBLIC OF SOUTH SUDAN
MINISTRY OF FINANCE AND PLANNING
PUBLIC FINANCIAL MANAGEMENT AND INSTITUTIONAL STRENGTHENING PROJECT

PROPOSAL EVALUATION REPORT
QUALITY- AND COST-BASED SELECTION (QCBS)

**PUBLIC PROCUREMENT TRAINING PROGRAMME THROUGH
TWINNING ARRANGEMENTS WITH A LOCAL INSTITUTION**

RFP No. MoFP/PFMIS/2026–2027/C/001

Procuring Entity	Ministry of Finance and Planning
Project	PFMIS Project
Financing	International Development Association Grant
Selection Method	QCBS — Technical 80%; Financial 20%
Technical Threshold	75 points out of 100
Proposal Deadline	30 September 2026 at 10:00 hours, Juba time
Evaluation Committee	Five members
Report Date	25 October 2026
Report Status	Submitted to the Procurement Committee for approval; thereafter to the Accounting Officer

CONFIDENTIAL — EVALUATION AND DECISION-MAKING DOCUMENT
SAMPLE — ALL CONSULTANTS, EVALUATORS, PRICES, SCORES AND DATES ARE FICTIONAL

1. Executive Summary

Six shortlisted Consultants submitted proposals before the deadline. All six Technical Proposals passed the preliminary responsiveness review and were evaluated independently by five evaluators against the criteria in the RFP. Five Consultants achieved the minimum technical score of 75 points. One Consultant scored 74.00 points and its Financial Proposal remained unopened.

The Financial Proposals of the five technically qualified Consultants were opened and evaluated. No arithmetic error or unconditional discount was identified. Prices were converted to South Sudanese Pounds using the illustrative exchange rate stated for this sample evaluation: **USD 1 = SSP 6,500**.

Evaluation outcome

Africa Procurement Learning Consortium Ltd. in Joint Venture with Juba Institute of Public Administration achieved the highest combined QCBS score of 91.97 points and is recommended for invitation to contract negotiations, subject to Procurement Committee approval and subsequent Accounting Officer authorization.

2. Procurement Background

Milestone	Date / Details
RFP issued to six shortlisted Consultants	20 August 2026
Pre-proposal conference	3 September 2026 at 10:00 hours
Clarification deadline	20 September 2026
Proposal submission deadline	30 September 2026 at 10:00 hours
Technical Proposal opening	30 September 2026 at 10:30 hours
Technical evaluation	1–10 October 2026
Approval to open Financial Proposals	15 October 2026
Financial Proposal opening	20 October 2026 at 10:00 hours
Financial and combined evaluation	20–23 October 2026
Evaluation Report finalized	25 October 2026

3. Evaluation Committee

No.	Evaluator	Role / Position	Primary evaluation responsibility
1	Dr. Peter Deng Kuol	Chairperson / Senior Procurement Specialist	Overall coordination; procurement compliance
2	Ms. Grace Abuk Lado	Member / Public Financial Management Specialist	Budget, financial and institutional analysis
3	Mr. Joseph Wani Lemi	Member / Training and Capacity Development Specialist	Curriculum, methodology and training systems
4	Ms. Atong Nyibol Akec	Member / Legal and Governance Specialist	Eligibility, conflicts, legal and integrity review
5	Mr. Samuel Wani Kiden	Member / Monitoring and Evaluation Specialist	Results framework, work plan, scoring consistency

Each evaluator signed confidentiality, impartiality and conflict-of-interest declarations before receiving the proposals. No evaluator declared an actual or potential conflict requiring recusal. Evaluators first scored independently, then met to discuss material scoring differences and record the final arithmetic averages. No score was changed merely to force consensus.

4. Proposals Received and Technical Opening

Code	Consultant	Country(ies)	Receipt time	Opening observation
C-1	Africa Procurement Learning Consortium Ltd. JV Juba Institute of Public Administration	Kenya / South Sudan	30 Sep 2026, 08:42	Technical original + 3 copies; Financial original sealed separately
C-2	Global Procurement Academy Ltd. JV University of Juba School of Management	United Kingdom / South Sudan	30 Sep 2026, 08:58	Complete separate envelopes
C-3	East African Institute for Supply Management JV Upper Nile Professional Training Centre	Uganda / South Sudan	30 Sep 2026, 09:10	Complete separate envelopes
C-4	Southern Africa Public Procurement Institute JV Dr. John Garang Memorial Training Centre	South Africa / South Sudan	30 Sep 2026, 09:21	Complete separate envelopes
C-5	Nile Basin Procurement Capacity Partners JV South Sudan Management Institute	Rwanda / South Sudan	30 Sep 2026, 09:34	Complete separate envelopes
C-6	Horn of Africa Governance and Procurement Institute in association with Equatoria Business College	Ethiopia / South Sudan	30 Sep 2026, 09:47	Complete separate envelopes

Financial Proposals remained sealed and secured until approval of the technical results. No proposal was received late, withdrawn or modified after the deadline.

5. Evaluation Methodology

Technical criterion	Maximum points
Specific experience of the Consultant relevant to the assignment	10
Adequacy and quality of proposed methodology and work plan	35
Qualifications and competence of Key Experts	40
Transfer of knowledge and sustainability	10
Participation of South Sudanese nationals / local institutional capacity	5
Maximum technical score	100

The minimum qualifying technical score was **75 points**. For qualified proposals, the Financial Score was calculated as $S_f = 100 \times F_m/F$, where F_m is the lowest evaluated financial price and F is the evaluated price of the proposal. The combined score was $S = 0.80 \times S_t + 0.20 \times S_f$.

6. Preliminary Responsiveness Evaluation

Code	Signed TECH-1 and authority	JV / association documents	Eligibility and conflicts	Required Technical Forms	Financial envelope separately sealed	Result
C-1	Pass	Pass	Pass	Pass	Pass	Responsive
C-2	Pass	Pass	Pass	Pass	Pass	Responsive
C-3	Pass	Pass	Pass	Pass	Pass	Responsive

Code	Signed TECH-1 and authority	JV / association documents	Eligibility and conflicts	Required Technica l Forms	Financial envelope separately sealed	Result
C-4	Pass	Pass	Pass	Pass	Pass	Responsive
C-5	Pass	Pass	Pass	Pass	Pass	Responsive
C-6	Pass	Pass	Pass	Pass	Pass	Responsive

All six proposals were substantially responsive at the preliminary stage. Minor administrative observations that did not affect substance, competition or comparability were recorded for verification during due diligence.

7. Technical Evaluation Results

Code	Consultant	Evaluat or 1	Evaluat or 2	Evaluat or 3	Evaluat or 4	Evaluat or 5	Average St	Result
C-1	APLC / JIPA JV	91	92	90	91	91	91.0	Qualified
C-2	Global Procurement Academy / University of Juba JV	88	87	89	88	88	88.0	Qualified
C-3	East African Institute / Upper Nile Centre JV	82	83	81	82	82	82.0	Qualified
C-4	Southern Africa Institute / Garang Memorial Centre JV	78	77	79	78	78	78.0	Qualified
C-5	Nile Basin Partners / South Sudan Management Institute JV	74	73	75	74	74	74.0	Not qualified
C-6	Horn of Africa Institute / Equatoria Business College	86	85	87	86	86	86.0	Qualified

Average technical scores by criterion

Code	Consultant	Experien ce /10	Methodolo gy /35	Key Experts /40	Knowledge Transfer /10	Local Capacity /5	Total /100
C-1	APLC / JIPA JV	9.00	32.00	36.00	9.00	5.00	91.00
C-2	Global Procurement Academy / University of Juba JV	9.00	31.00	35.00	9.00	4.00	88.00
C-3	East African Institute / Upper Nile Centre JV	8.00	29.00	33.00	8.00	4.00	82.00
C-4	Southern Africa Institute / Garang Memorial Centre JV	8.00	28.00	31.00	7.00	4.00	78.00

C-5	Nile Basin Partners / South Sudan Management Institute JV	7.00	26.00	30.00	7.00	4.00	74.00
C-6	Horn of Africa Institute / Equatoria Business College	9.00	30.00	34.00	9.00	4.00	86.00

8. Technical Evaluation Narrative

Consultant	Principal evaluation findings
C-1 — APLC/JIPA JV	Strongest overall methodology, clear competency-based model, well-sequenced twinning and trainer-certification approach, strong Key Experts and practical institutionalization measures. Minor weakness: digital-platform hosting assumptions require confirmation at negotiations.
C-2 — Global Procurement Academy/University of Juba JV	Very strong academic and curriculum approach, credible team and good knowledge transfer. Slightly less detailed workplace-application and risk-management arrangements than C-1.
C-3 — East African Institute/Upper Nile Centre JV	Responsive methodology and capable procurement specialists. Monitoring framework and certification governance were adequate but less developed.
C-4 — Southern Africa Institute/Garang Memorial Centre JV	Met the threshold with relevant experience and an acceptable team. Work-plan integration, blended-learning details and sustainability financing were comparatively limited.
C-5 — Nile Basin Partners/South Sudan Management Institute JV	Relevant general experience but methodology lacked sufficient detail on assessment moderation, ToT certification and institutional quality assurance. Average score of 74.00 was below the mandatory threshold; Financial Proposal remained unopened.
C-6 — Horn of Africa Institute/Equatoria Business College	Strong diagnostic and institutional-development approach with capable experts. Local training systems were credible; detailed procurement simulations and certification arrangements were slightly weaker than the top two proposals.

9. Financial Proposal Opening and Evaluation

Following approval of the technical results, the five qualified Consultants were invited to the Financial Proposal opening held on 20 October 2026. C-5 was notified that it had not achieved the minimum technical score and its Financial Proposal remained sealed.

Code	Price read out (excluding indirect local taxes)	Arithmetic correction / discount	Evaluated multi- currency price	Evaluated price in SSP
C-1	USD 485,000 + SSP 420,000,000	None	USD 485,000 + SSP 420,000,000	3,572,500,000
C-2	USD 450,000 + SSP 500,000,000	None	USD 450,000 + SSP 500,000,000	3,425,000,000
C-3	USD 520,000 + SSP 350,000,000	None	USD 520,000 + SSP 350,000,000	3,730,000,000
C-4	USD 470,000 + SSP 450,000,000	None	USD 470,000 + SSP 450,000,000	3,505,000,000
C-6	USD 430,000 + SSP 650,000,000	None	USD 430,000 + SSP 650,000,000	3,445,000,000

Conversion basis: USD 1 = SSP 6,500. The rate is an illustrative sample rate stated for this report and must be replaced by the exact source and rate specified in the issued Data Sheet before official use. Indirect local tax estimates were excluded from price comparison as required by the RFP.

Code	Evaluated price (SSP)	Financial Score $S_f = 100 \times F_m/F$
C-1	3,572,500,000	95.87
C-2	3,425,000,000	100.00
C-3	3,730,000,000	91.82
C-4	3,505,000,000	97.72
C-6	3,445,000,000	99.42

10. Combined QCBS Evaluation and Ranking

Code	Consultant	St	Weighted Technical 80%	Sf	Weighted Financial 20%	Combined Score	Rank
C-1	APLC / JIPA JV	91.00	72.80	95.87	19.17	91.97	1

C-2	Global Procurement Academy / University of Juba JV	88.00	70.40	100.00	20.00	90.40	2
C-6	Horn of Africa Institute / Equatoria Business College	86.00	68.80	99.42	19.88	88.68	3
C-3	East African Institute / Upper Nile Centre JV	82.00	65.60	91.82	18.36	83.96	4
C-4	Southern Africa Institute / Garang Memorial Centre JV	78.00	62.40	97.72	19.54	81.94	5

11. Due Diligence on First-Ranked Consultant

Review item	Result	Observation / action
Legal status and JV authority	Pass	Registration documents, JV intent/agreement, lead-member authority and Power of Attorney verified.
Eligibility, sanctions and debarment	Pass	No declared or identified Government suspension or debarment in the sample record.
Key Expert availability	Pass subject to negotiation confirmation	Signed availability statements received; reconfirm immediately before negotiations.
Relevant experience	Pass	Sample contracts and completion references support the principal assignments claimed.
Financial capacity and rate support	Pass subject to negotiation review	Audited statements and FIN-3 rate support to be examined confidentially during negotiations.
Anti-bribery and compliance programme	Pass	JV undertaking, policy, Code of Conduct and compliance controls submitted.
Beneficial ownership	Pass subject to final disclosure	Ownership information submitted; successful Consultant to provide any additional required disclosure.
Tax and bank information	To be finalized	Confirm tax treatment, payment accounts and contract-currency arrangements during negotiations.

12. Recommendation

Committee recommendation

Subject to Procurement Committee approval, invite C-1 — Africa Procurement Learning Consortium Ltd. in Joint Venture with Juba Institute of Public Administration — to negotiate the Contract based on its first-ranked combined QCBS score of 91.97 points.

- Negotiations shall confirm the Terms of Reference, methodology, work plan, deliverables, Key Expert availability and inputs, knowledge-transfer arrangements, contract price and currency components, tax treatment, reimbursables, payment schedule, insurance and Special Conditions of Contract.
- The negotiated Contract price shall not exceed the evaluated proposal amounts of USD 485,000 and SSP 420,000,000, excluding eligible indirect local taxes, unless a lawful and documented adjustment is approved under the applicable procurement framework.
- If negotiations fail, the Procuring Entity shall formally conclude negotiations and, after obtaining the required approval, invite the second-ranked Consultant in accordance with the RFP.
- After successful negotiations, the negotiation record and draft Contract shall be returned to the Procurement Committee for endorsement where required and thereafter submitted to the Accounting Officer for approval and signature.

13. Evaluation Committee Certification

We certify that the evaluation was conducted in accordance with the RFP criteria, the recorded proposals and the applicable procurement requirements. To the best of our knowledge, the report is complete, impartial and accurate. Our signatures confirm the collective recommendation while preserving each evaluator's original score sheet as an appendix.

Evaluator	Role	Signature	Date
Dr. Peter Deng Kuol	Chairperson / Senior Procurement Specialist	_____	25 October 2026
Ms. Grace Abuk Lado	Member / Public Financial Management Specialist	_____	25 October 2026
Mr. Joseph Wani Lemi	Member / Training and Capacity Development Specialist	_____	25 October 2026
Ms. Atong Nyibol Akec	Member / Legal and Governance Specialist	_____	25 October 2026
Mr. Samuel Wani Kiden	Member / Monitoring and Evaluation Specialist	_____	25 October 2026

14. Submission and Approval Route

Stage	Decision / Action	Name and Signature	Date
Evaluation Committee	Recommends approval of ranking and authority to negotiate	Chairperson: _____	25 October 2026
Procurement Secretariat	Confirms completeness and submits to Procurement Committee	Secretary: _____	_____

Stage	Decision / Action	Name and Signature	Date
Procurement Committee	Approves / rejects / returns recommendation and negotiation authority	Chairperson: _____	_____ _____
Accounting Officer	Receives approved procurement recommendation; authorizes subsequent action and approves/signs negotiated Contract as applicable	Accounting Officer: _____	_____ _____

Appendices

- Appendix 1 — Evaluation Committee appointment and declarations
- Appendix 2 — Proposal receipt and Technical Proposal opening record
- Appendix 3 — Preliminary responsiveness checklist
- Appendix 4 — Five individual technical score sheets and consolidated averages
- Appendix 5 — Approval of technical results and invitation to financial opening
- Appendix 6 — Financial Proposal opening record
- Appendix 7 — Currency conversion and arithmetic verification worksheet
- Appendix 8 — Due-diligence evidence and reference checks
- Appendix 9 — Draft notification and negotiation invitation

GOVERNMENT OF THE REPUBLIC OF SOUTH SUDAN
MINISTRY OF FINANCE AND PLANNING
INDIVIDUAL TECHNICAL PROPOSAL SCORING SHEET
QUALITY- AND COST-BASED SELECTION (QCBS)

Particular	Details
Assignment	Public Procurement Training Programme through Twinning Arrangements with a Local Institution
RFP No.	MoFP/PFMIS/2026–2027/C/001
Project	Public Financial Management and Institutional Strengthening Project (PFMIS)
Evaluator	Dr Peter Deng Kuol
Role	Chairperson / Senior Procurement Specialist
Evaluation date	25 October 2026
Technical pass mark	75 points out of 100

SAMPLE — ALL CONSULTANTS, PERSONS, SCORES AND DATES ARE FICTIONAL

1. Instructions to the Evaluator

- Evaluate each Technical Proposal independently against only the criteria and maximum points stated in the RFP.
- Record a score and concise evidence-based comment for every criterion. Do not compare financial proposals during technical evaluation.
- A Consultant must obtain at least 75 points to qualify for opening and evaluation of its Financial Proposal.
- Declare any actual, potential or perceived conflict of interest and preserve the confidentiality of the evaluation process.

2. Approved Technical Evaluation Criteria

No.	Criterion	Maximum points
1	Specific experience of the Consultant relevant to the assignment	10
2	Adequacy and quality of the proposed methodology and work plan	35
3	Qualifications and competence of Key Experts	40
4	Transfer of knowledge and sustainability	10
5	Participation of South Sudanese nationals/local institution	5

Total maximum technical score: 100 points.

3. Evaluator's Completed Scoring Matrix

Code	Consultant	Criterion	Max.	Score	Evaluator's justification
C-1	Africa Procurement Learning Consortium Ltd. JV Juba Institute of Public Administration	1	10	9	Strong record in procurement capacity development and comparable institutional assignments.
		2	35	32	Clear twinning model, sound sequencing, practical learning methods and credible quality assurance.
		3	40	36	Highly qualified and well-balanced team; strong procurement training and institutional-development expertise.
		4	10	9	Strong trainer-of-trainers, institutionalization and follow-up arrangements.
		5	5	5	Substantial participation of South Sudanese experts and a capable local institutional partner.
		TOTAL	100	91	PASS
C-2	Global Procurement Academy Ltd. JV University of Juba School of Management	1	10	9	Very relevant institutional training experience supported by satisfactory references.
		2	35	31	Robust methodology and work plan; minor detail gaps in post-training follow-up indicators.
		3	40	35	Strong key experts with appropriate qualifications and generally relevant assignment experience.

Code	Consultant	Criterion	Max.	Score	Evaluator's justification
		4	10	9	Good knowledge-transfer plan with structured mentoring and training materials.
		5	5	4	Good local participation, though the allocation of some senior inputs is limited.
		TOTAL	100	88	PASS
C-3	East African Institute for Supply Management JV Upper Nile Professional Training Centre	1	10	8	Relevant regional assignments, but fewer engagements of directly comparable scope.
		2	35	29	Generally responsive approach; monitoring framework and twinning governance require more detail.
		3	40	33	Qualified team, with some gaps in recent South Sudan public procurement experience.
		4	10	8	Adequate trainer development and handover arrangements.
		5	5	4	Satisfactory local institutional and national-expert participation.
		TOTAL	100	82	PASS
C-4	Southern Africa Public Procurement Institute JV Dr. John Garang Memorial Training Centre	1	10	8	Relevant procurement training background, although fewer assignments in fragile institutional settings.
		2	35	28	Workable approach, but stakeholder coordination and risk mitigation are not sufficiently developed.

Code	Consultant	Criterion	Max.	Score	Evaluator's justification
		3	40	31	Team meets the requirements; some experts have limited directly comparable experience.
		4	10	7	Acceptable sustainability measures, but institutional embedding is only moderately detailed.
		5	5	4	Satisfactory local participation and implementation support.
		TOTAL	100	78	PASS
C-5	Nile Basin Procurement Capacity Partners JV South Sudan Management Institute	1	10	7	Some relevant assignments, but limited evidence of comparable national-scale institutional delivery.
		2	35	26	Broadly responsive, but sequencing, quality assurance and monitoring indicators lack sufficient detail.
		3	40	30	Minimum qualifications largely met; combined experience is less relevant than required for key functions.
		4	10	7	Basic knowledge-transfer approach with limited follow-up and sustainability mechanisms.
		5	5	4	Acceptable local participation.
		TOTAL	100	74	FAIL — below 75-point threshold
C-6	Horn of Africa Governance and Procurement Institute associated with Equatoria Business College	1	10	9	Strong governance and procurement training experience in comparable environments.
		2	35	30	Well-structured and practical approach; minor weaknesses in workload assumptions and reporting detail.

Code	Consultant	Criterion	Max.	Score	Evaluator's justification
		3	40	34	Very good team with strong procurement, curriculum and institutional-development competence.
		4	10	9	Strong mentoring, training-of-trainers and institutional handover plan.
		5	5	4	Good local participation, with scope for greater senior national-expert input.
		TOTAL	100	86	PASS

4. Summary of Individual Scores

Code	Consultant	Score / 100	Evaluator's conclusion
C-1	Africa Procurement Learning Consortium Ltd. JV Juba Institute of Public Administration	91	Technically qualified
C-2	Global Procurement Academy Ltd. JV University of Juba School of Management	88	Technically qualified
C-3	East African Institute for Supply Management JV Upper Nile Professional Training Centre	82	Technically qualified
C-4	Southern Africa Public Procurement Institute JV Dr. John Garang Memorial Training Centre	78	Technically qualified
C-5	Nile Basin Procurement Capacity Partners JV South Sudan Management Institute	74	Not technically qualified
C-6	Horn of Africa Governance and Procurement Institute associated with Equatoria Business College	86	Technically qualified

5. Overall Evaluator Observations

C-1 presented the strongest technical proposal, particularly in methodology, Key Expert competence and the design of the institutional twinning arrangement. C-2 and C-6 also demonstrated strong capacity. C-3 and C-4 met the minimum technical standard with identifiable areas requiring clarification during negotiations if ranked first after the combined evaluation. C-5 scored 74 points and therefore did not meet the 75-point technical threshold; its Financial Proposal should remain unopened and be returned after completion of the procurement process in accordance with the RFP.

6. Evaluator's Declaration and Certification

I certify that I evaluated the Technical Proposals independently, impartially and solely against the criteria stated in the RFP. I confirm that I have maintained confidentiality, have not considered proposal prices during the technical evaluation, and have disclosed no conflict of interest affecting this evaluation.

Certification item	Completed entry
Evaluator's name	Dr Peter Deng Kuol
Position	Chairperson / Senior Procurement Specialist
Signature	_____
Date	25 October 2026