

**REQUEST FOR QUOTATIONS (RFQ)**

| <b>RFQ Information Table</b>                        |   |
|---|---|
| <b>Issue Date:</b>                                  | 30/03/2021  |
| <b>RFQ Closing Date:</b>                            | 09/04/2021  |
| <b>Quotation Submission Address:</b>                | By E-mail to <a href="mailto:Xhevahire.husenaj@theglobalfund.org">Xhevahire.husenaj@theglobalfund.org</a> |
| <b>Global Fund Contact and Contact Information:</b> | By E-mail to <a href="mailto:Xhevahire.husenaj@theglobalfund.org">Xhevahire.husenaj@theglobalfund.org</a> |

**Subject: Request for Quotations - Strategic Evaluation for the Office of the Inspector General**

1. The Global Fund to Fight AIDS, Tuberculosis and Malaria (the “Global Fund”), invites quotations from an individual consultant or firm for the purpose of performing a strategic analysis for the OIG, as fully described in Attachment A (Terms of Reference) of this RFQ.
2. This RFQ consists of the following sections:
  - a. Attachment A: Terms of Reference;
  - b. Attachment B: Quotation Requirements; Terms & Conditions
  - c. Attachment C: Scope of Work
  - d. Attachment D: Qualifications and experience
  - e. Attachment E: Past performance information form

## ATTACHMENT A: Terms of Reference

| Title                       | Strategic Evaluation for the Office of the Inspector General   |
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| <b>Introduction</b>         | <p>The Office of the Inspector General (OIG) safeguards the assets, investments, reputation and sustainability of the Global Fund by ensuring that it takes the right action to accelerate the end of AIDS, tuberculosis and malaria as epidemics.</p> <p>Through audits, investigations and consultancy work, the Office of the Inspector General promotes good practice, reduces risk and reports on abuse. The scope of work for the Office of the Inspector General includes all systems, processes, operations, functions and activities of the Global Fund and of the programs it supports. Refer to <a href="https://www.theglobalfund.org/en/oig/">https://www.theglobalfund.org/en/oig/</a> for details about Office of the Inspector General.</p>  |
| <b>Background</b>           | <p>Following the appointment of a new Inspector General, the OIG is developing a new strategy to achieve its vision - <b><i>“A world-class OIG: a strategy for driving impact through assurance and trusted advice”</i></b>. The new strategy will be for the 2022 - 2027 period and seeks to build on the legacy and foundations of its current strategy.</p> <p>A thorough analysis of the conditions required (in people, process and systems) to deliver the vision outlined by the Inspector General, based on a robust benchmarking, with both inward and outward zooming approaches is required. The strategy development process needs to be supported by significant data collection and internal and external analysis in order to ensure the correct enablers are in place to support the achievement of the vision.</p>  |
| <b>Scope/<br/>Objective</b> | <p>The Office of the Inspector General is seeking an individual consultant and/or firm that will perform a strategic analysis for its office that enhances the Office’s strategic performance and capabilities into a world class function and ensures that the Office’s resources and mission are directed towards adding value, impact and improving the operations of the Global Fund. The outcomes of the analysis will be used to inform the development of the OIG strategy 2022 – 2027.</p> <p>Both the Audit and Investigative functions of the OIG have successfully passed previous external quality assurance reviews that have confirmed the Office’s conformance with professional standards. Hence, <b>the purpose of this engagement is NOT to perform a mere review of compliance with professional standards.</b></p> <p>Rather the purpose is to provide a comprehensive response on “What should be in place to deliver the OIG’s vision?”. (See Attachment C on an extract on the OIG vision. Further details on the OIG vision will be provided to the selected individual consultant and/or firm at the commencement of the assignment).</p> |

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The individual consultant and/or firm is expected to identify the key strategic enablers to achieve the vision; and perform a gap analysis between those enablers and the OIG's current practices in Audit, Investigations and Operations.

The identification of key enablers and the gap analysis should be multidimensional, including benchmarking the OIG against other leading oversight functions in the public and private sector. It should also take note of the current transformations in Auditing and Investigations practices and how the OIG needs to integrate these into its current delivery model to achieve the OIG vision.

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| <b>Tasks</b> | A comprehensive list of tasks is outlined in Attachment C |
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| <b>Deliverables</b> | <p>The deliverables of this assignment will include a comprehensive report including but not limited to the following components:</p> <ol style="list-style-type: none"><li>1. The scope, approach and methodology used to perform the evaluation</li><li>2. The identified enablers required to achieve the OIG vision</li><li>3. The results of the gap analysis performed against the identified enablers at the OIG department level and Audit and Investigations unit level</li><li>4. A prioritized action plan on OIG wide and individual unit level improvements required to address the gaps and achieve the OIG vision (See Attachment C):</li></ol> |
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| <b>Experience Skills</b> | Required experience and technical skills is outlined in Attachment D |
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| <b>Place of Performance</b> | <p>Global Health Campus<br/>Chemin du Pommier 40<br/>1218 Grand Saconnex<br/>Geneva, Switzerland</p> <p>Please note that due to the COVID-19 global pandemic, access to the Global Health Campus may be restricted in which case the review will be performed remotely using virtual platforms to engage with the OIG.</p> |
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| <b>Period of Performance</b> | From 20 April to 20 May 2021 (including drafting, discussion and feedback, finalization and issuance of the report to the OIG). |
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## **ATTACHMENT B: Quotation Requirements | Terms & Conditions**

### **A. Submission**

1. The quotation must be submitted no later than the Closing Date, and by email to the Quotation Submission Address, indicated in the RFQ information table. Quotations which are submitted late or are incomplete may not be considered in the selection process. Any question should be sent to the Global Fund Contact as indicated in the RFQ information table.
2. Bidders are required to produce a separate Technical and Cost proposal as follows:

**A Technical Proposal** not exceeding 20 pages in length should contain the following:

- Understanding of the scope of work
- Proposed approach and methodology
- CVs evidencing profile and experience requirements.  
The CVs should clearly indicate:
  - Place and period of performance
  - Information regarding the client and contact details
  - Description of the role and specific tasks carried out
- Past performance information documents: as part of the technical proposal, bidders are required to complete Attachment E for three (3) recent contracts executed within the last 5 years, which are similar in nature to the technical requirements of this solicitation.

In submitting an application, you authorize the Global Fund to seek information from your references and authorize these references to release information to enable us evaluate your past performance in delivering similar services.

**The Cost Proposal** must be denominated in USD exclusive of tax. The quotation must include daily fees for each consultant proposed

### **Notes:**

1. All proposed daily rates shall be inclusive of all direct and indirect costs as well as profit or fees and shall be fixed for the period of the contract;
2. The cost component must cover all the services requested in the scope of work. The cost tables and accompanying notes must show the composition of all cost elements, including hidden fees and profits; and
3. The Global Fund would cover other costs such as travel and per diem, if applicable, and any other costs such as visa expenses. Travel would be authorized in economy class only and the Global fund would decide on the per diem rate to be applied (Please refer to the [\*\*Travel and Expense regulations\*\*](#)). These costs do not need to be part of the cost proposal.
3. The Global Fund may award one or more contract(s) on the basis of the quotations received, without discussions or negotiations. Therefore, each quotation should contain the bidder's best terms from a technical and cost standpoint. The Global Fund reserves the right (but is not under obligation to do so) to enter into discussions with one or more bidders in order to obtain clarifications or additional detail or negotiate the cost quotation.
4. The bidders are requested to indicate the earliest start date and to hold the price quotation for 90 days from the RFQ Closing Date. The Global Fund will make its best effort to finalize selection within this period.

## B. Evaluation Criteria

| SELECTION CRITERION   | WEIGHTAGE (Total = 100) |
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| <b>Understanding of the Requirements (Scope of Work) and technical approach: Responsiveness to the Scope of Work:</b> Proposals will be assessed on the extent to which the proposal is responsive to and meets the criteria detailed in the scope of work.<br><b>Approach:</b> Proposals will be assessed on the extent to which the proposed approach and methodology reflects a clear understanding of the nature of the work to be undertaken and the environment in which the work must be performed             | 30                      |
| <b>Experience and Past Performance:</b> Ability to demonstrate successfully performed similar work. Proposed individual consultants and/or firm should demonstrate their ability to perform gap analysis and develop a prioritized action plan for strategy development for both audit and investigations. The offeror is required to submit:<br>- Evidence that they have undertaken similar work in other organizations; and<br>- Three up-to-date references who can vouch for the quality of work previously done | 40                      |
| <b>Expertise and Qualifications of proposed personnel:</b> Proposals will be assessed on the extent to which the offeror is demonstrated to have sufficient personnel with the necessary education, training, technical knowledge and experience for their assigned functions. Personnel proposed must be experienced auditors and/or investigators who have been involved in similar work for various organizations (preferably international organizations)   | 30                      |

A quotation may be considered within the competitive range if it receives at least 70 out of 100 maximum technical points available.” Therefore, if a quotation received 70 or above, it is deemed *Technically Acceptable* otherwise *Technically Not Acceptable*. *Technically Not Acceptable* quotations are eliminated and only those that are *Technical Acceptable* will undergo cost evaluation. Contract is typically awarded to the supplier that obtains the highest combined technical and cost score.

The evaluation criteria are divided into technical and cost factors. In assessing the supplier(s) proposal, the Global Fund allocates greater importance to technical factors than to cost factors and thus the evaluation is split 80% for technical factors, and 20% for cost. However, cost is carefully looked at and shall be a determining factor in the final decision.

## C. Legal Matters

1. This RFQ is in line with and subject to the following documents:

- a. The Global Fund's **Procurement Policy** (2008, as amended from time to time) and the **Procurement Regulations** (2020, as amended from time to time), which may be found at <https://www.theglobalfund.org/en/business-opportunities/>.
  - b. The **Code of Conduct for Suppliers (2009, as amended from time to time)**, which may be found at: <https://www.theglobalfund.org/en/policies-guidelines-templates/governance-policies/>;
  - f. The **Sanctions Panel Procedures Relating to the Code of Conduct for Suppliers (2014, as amended from time to time)**, which may be found at <https://www.theglobalfund.org/en/policies-guidelines-templates/governance-policies/>;
  - g. The **Global Policy on Conflict of Interest** (2020, as amended from time to time), which may be found at [https://www.theglobalfund.org/media/6016/core\\_ethicsandconflictofinterest\\_policy\\_en.pdf?u=637319004468800000](https://www.theglobalfund.org/media/6016/core_ethicsandconflictofinterest_policy_en.pdf?u=637319004468800000); and
  - h. The **Global Fund Terms and Conditions of Purchase of Services or the Global Fund Terms and Conditions of Purchase of Goods, (21 August 2020, as amended from time to time)**, as applicable, which will also be an integral part of any contract resulting from this RFQ, and which may be found at <https://www.theglobalfund.org/en/business-opportunities/>.
2. Submitting a quotation in response to this RFQ constitutes an acceptance of the terms indicated herein and of the terms of each of the above documents. If a bidder has any reservation with regard to the documents mentioned in Section C.1, including to the Global Fund Terms and Conditions of Purchase of Services or the Global Fund Terms and Conditions of Purchase of Goods, as applicable, the bidder must raise such reservations during the RFQ process. The Global Fund reserves the right to reject the quotation of any entity or individual that fails or refuses to comply with, or accept, such terms.
  3. The Global Fund makes no offer of a contract by posting this RFQ or evaluating any quotations submitted in response to it, and there is no legal agreement or relationship, whether in contract (express, implied or collateral) or tort, created by this RFQ process between the Global Fund and any bidder, with the sole exception of the provisions of this Section C. This RFQ in no way obligates the Global Fund to award a contract.
  4. The bidder shall bear all costs associated with the preparation and submission of its quotation, and the Global Fund shall not be responsible or liable for those costs, whether direct or indirect, regardless of the conduct or outcome of the RFQ, nor if the RFQ is cancelled, altered or postponed for any reason. This includes, but is not limited to, any and all costs incurred for the oral presentations, site visits, visits to the Global Fund, functional demonstrations, and subsequent meetings and negotiations.
  5. The Global Fund may, at its discretion, amend the RFQ, change the Closing Date for the submission of quotations or revise the Terms of Reference, by issuing an amendment to this RFQ.
  6. The Global Fund may invite bidders to make oral presentations in English or to participate in a pre-proposal conference. The date, time and place of such presentation or pre-proposal conference will be formally communicated by the Global Fund to all bidders or pre-qualified bidders, as relevant. Any statement made during these meetings shall not in any way amend or modify the RFQ, unless it is issued as an amendment to the RFQ.
  7. Contract award will be on the basis of obtaining best value for money whilst ensuring the requirements of the Global Fund are effectively met. At any time prior to contracting the



Global Fund may (a) reject any or all quotations, (b) accept other than the lowest priced quotations, (c) accept more than one quotation, (d) accept alternate quotations, e) accept parts of a quotation (f) waive informalities and minor irregularities in quotations received, and (g) withdraw an award in case of changed circumstances.

8. The Global Fund will not reveal or discuss with any bidder, how a quotation was assessed, or to provide any other information relative to the selection process. Bidders whose quotations are not selected may be notified in writing of this fact and shall have no claim whatsoever for any kind of compensation.
9. The bidder acknowledges and agrees that pursuant to the Global Fund policies and procurement procedures, the Global Fund may publish certain information consistent with its public status and commitment to transparency. As such, should the bidder be awarded a contract, the bidder acknowledges and agrees that the Global Fund may publish certain information relating to procurement contract awards, including without limitation the service provider's name, as disclosed on its website.
10. The Global Fund conducts integrity due diligence on its suppliers as a matter of course, including screening against international watchlists and adverse media databases. By responding to this RFQ, the bidder acknowledges that risk-based due diligence measures, including personal data processing, where relevant, form a part of the Global Fund supplier selection and management. Integrity issues identified through due diligence may be raised during selection or subsequently and will normally be managed by requesting departments with support of Ethics Office, e.g. through mitigation measures. Global Fund may not retain suppliers that have been sanctioned by the UN, international financial institutions and major donors.
11. Personal data (i.e. any information relating to an identified or identifiable natural person) will be treated in compliance with Global Fund's policies, the Terms and Conditions of Purchase of Services or Terms and Conditions of Purchase of Goods, as applicable, and the Privacy Statement for the Global Fund Procurement Process (as amended from time to time) <https://www.theglobalfund.org/en/business-opportunities/>.
12. Through its participation to the RFQ process, the bidder acknowledges and warrants that it complies with internationally recognized standards for human rights, labor, the environment, anti-money laundering and anti-corruption. The bidder also acknowledges and warrants that they will neither use or engage in, nor allow their employees or other persons engaged by them to use or engage in sexual exploitation and abuse, and sexual harassment.
13. The investigative, decision-making, and sanctions policies and processes of the Global Fund, including the activities of its Inspector General, the Global Fund's Code of Conduct for Suppliers, and consideration of any findings of fraud or abuse by the Global Fund Sanctions Panel, should the Global Fund in its sole discretion choose to refer the matter to the Sanctions Panel, shall apply to this RFQ and any resulting contract, and these processes may include, without limitation, public disclosure at the Global Fund's full discretion of any findings and/or decisions.
14. Any dispute, controversy, claim, or issue arising out of this RFQ or surrounding this process, shall be finally settled by arbitration conducted in accordance with the United Nations Commission on International Trade Law (UNCITRAL). The number of arbitrators shall be one; the appointment authority for such arbitrator shall be the International Chamber of Commerce International Court of Arbitration. The place of arbitration shall be Geneva, Switzerland, and the language used at the arbitration shall be English. The arbitral award shall be final.

15. The bidder acknowledges that, by virtue of its status as an international organization, the Global Fund benefits from privileges and immunities provided under international and national laws. Nothing contained in this RFQ may be construed as a waiver, express or implied, of the privileges and immunities accorded to the Global Fund, whether as of the date of this RFQ or thereafter.



## **ATTACHMENT C: SCOPE OF WORK**

The OIG's vision is to be the world class among its peers. The OIG is in the process of developing a six-year strategy to support its visions. As part of the process, some important focus areas have been identified as outlined below:



The individual consultant and/or firm is expected to identify key enablers to support the OIG's strategy and vision including execution of the above focus areas. The key enablers identified should be reflective of the current environment but also fit for purpose to serve the Global Fund Strategy and the fast changing landscape of the international development industry over the 2022 – 2027 period. The key areas to be assessed by the individual consultant and/or firm will include the overall delivery model (OIG wide, Audit Unit and Investigations Unit), resource arrangements, measuring impact and related costs.

Following the identification of the key areas, the individual consultant and/or firm will perform detailed gap analysis of how existing practices of the OIG compare with the key enablers.

The individual consultant and/or firm will also perform benchmarking exercise (based on the identified key enablers) of the OIG against leading oversight functions in the private and public sector; and other guidance documents published by agencies in the Internal Audit and Investigations profession.

The individual consultant and/or firm will liaise with the OIG in finalizing the enablers and selected organizations for benchmark purposes.

Following the gap analysis, the individual consultant and/or firm will work with the OIG in developing a prioritized action plan to address the gaps identified which will be incorporated in the broader OIG strategy.

## **ATTACHMENT D**

|    | <b>QUALIFICATIONS AND EXPERIENCE</b>  | <b>INDIVIDUAL CONSULTANT<br/>AND/OR CONSULTANCY FIRM<br/>TEAM COMPOSITION</b>                                  |
|----|---|--|
| 1. | At least one relevant professional qualification from one of the internationally recognized accounting or internal auditing and investigations institutes (for example, Institute of Chartered Accountants of England and Wales, Association of Chartered Certified Accountants, Institute of Internal Auditors US, or Chartered Accountancy from a national chartered accountancy body or Certified Fraud Examiner). | Essential  |
| 2. | Work experience in public and/ or internal audit and investigations practice.   | Minimum 12 years, including 2 years as Partner/ Chief Audit & Investigations Executive and Strategy Consulting |
| 3. | Work experience with International Financial Institutions, directly or through assignments  | Essential  |
| 4. | Work experience with public sector organizations of recipient countries of external audit, directly or through assignments  | Essential  |
| 5. | Previous experience of performance of strategic evaluations for oversight offices.  | For at least 3 international organizations, including at least one international financial institution         |

## ATTACHMENT E PAST PERFORMANCE INFORMATION

As part of the Technical Proposal, bidders are required to complete the following table for three (3) recent contracts executed within the last 5 years which are similar in nature to the technical requirements of this solicitation. The Global Fund reserves the right to contact any persons listed here in order to gain a better understanding of the bidder's past performance in delivering similar services to former clients.

**SERVICE PROVIDER:** *(Please provide your organization's name here)*

| Information provided in response to RFQ:  | Strategic Evaluation for the Office of the Inspector General |
|---|--|
| 1. Contract Title:  |  |
| 2. Total Contract Value (optional)  |  |
| 3. Period of Performance <i>(must be within the last five years):</i>                                       |  |
| 4. Place of Performance/Location of Service Delivery: <i>(Regions and/or specific countries)</i>            |  |
| 5. Client or Source of Funding <i>(please indicate sector/industry/organizational setting)</i>              |  |
| 6. Client Reference - <i>(Name, Position, Phone Number, Email Address) and relationship to the Activity</i> |  |
| 7. Brief Description of Services  |  |
| 8. Relevance of Activity/Assignment to the services Required under this Request for Proposals               |  |