

COMMON MISTAKES MADE BY CONSULTANTS WHEN SUBMITTING PROPOSALS

- ❖ Proposal not signed
- ❖ Proposal Envelopes not correctly marked
- ❖ Power of Attorney not provided for the person given authority to sign the Proposal **and** negotiate and/or sign the resulting Contract
- ❖ JV or Association documents not provided
- ❖ References not provided for Bidder and/or Key Personnel
- ❖ Incorrect, or no, email addresses provided for References
- ❖ Clarification questions not asked by due date and time
- ❖ Technical and Financial Proposals submitted in one package and not in separately sealed envelopes
- ❖ CV not in correct format and/or not signed
- ❖ Years of Experience for your Key Personnel not stated in the CV of Key personnel.
- ❖ Firms respond to TORs stating they will do **what** the TOR requires but not explaining **how** they will carry out the assignment.

SM Consulting Limited, *Andalusia*

**Procurement of Consultant Services for Ghana
Power Sector Capacity Scan**

Technical Proposal

Ref No: 5310200/RFP/QCBS/09/16

November 2016

SM Consulting Limited, *Andalusia*

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1. Form TECH-1. Technical Proposal Submission Form

The letter is enclosed in the following page.....

Form TECH-1. Technical Proposal Submission Form

[Location, Date]

To:

Chief Executive Officer
Millennium Development Authority
4th Floor, Heritage Tower
6th Avenue, Ridge West
P.M.B. 56, Ministries
Accra, Ghana

Dear Sir

Re: ECG Technical Assistance Consultant
Ref: 5120300/RFP/QCBS/04/17

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Request for Proposal (RFP) dated [Insert Date] and our Proposal.

We hereby certify that we are not engaged in, facilitating, or allowing any of the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines and that we will not engage in, facilitate, or allow any such prohibited activities for the duration of the Contract. Further, we hereby provide our assurance that the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines will not be tolerated on the part of our employees, or any Sub-Consultants, or Sub-Consultant employees. Finally, we acknowledge that engaging in such activities is cause for suspension or termination of employment or of the Contract.

We acknowledge notice of MCC's Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations¹. We have taken steps to ensure that no person acting for us or on our behalf has engaged in any corrupt or fraudulent practices described in ITC Clause 3. As part of this, we certify that:

- (a) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to—
 - (i) Those prices;
 - (ii) The intention to submit an offer; or
 - (iii) The methods or factors used to calculate the prices offered.
- (b) The prices in this offer have not been and will not be knowingly disclosed by us, directly or indirectly, to any other offeror or competitor before Proposal opening or Contract award unless otherwise required by law; and
- (c) No attempt has been made or will be made by us to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal, each sealed in separate and clearly marked envelope/parcel.

¹ Available at www.mcc.gov/resources/doc/policy-fraud-and-corruption

We are submitting our Proposal in Association with:

[Insert a list with full name and address of each associated Consultant].¹

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We are attaching herewith information to support our eligibility in accordance with Section III of the RFP.

If negotiations are held during the initial period of validity of the Proposal, being 120 days from the submission date, we undertake to negotiate on the basis of the nominated Key Professional Personnel.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations, and we undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in this RFP.

We understand and accept without condition that, in accordance with ITC Clause 28.1, any challenge or protest to the process or results of this procurement may be brought only through the MCA Entity's Bid Challenge System (BCS).

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

Yours sincerely,

[Authorized Signatory]

[Name and Title of Signatory]

[Name of Consultant]

[Address of Consultant]

¹ [Delete in case no Association is foreseen.]

SM Consulting Limited, Andalusia

To:
Chief Executive Officer
Millennium Development Authority
4th Floor, Heritage Tower
6th Avenue, Ridge West
P.M.B. 56, Ministries
Accra, Ghana

Logri, 04 November 2016

Dear Sir,

Re: Ghana Power Sector Capacity Scan

Ref: 5310200/RFP/QCBS/09/16

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Request for Proposal (RFP) dated **30th September 2016** and our Proposal.

We hereby certify that we are not engaged in, facilitating, or allowing any of the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines and that we will not engage in, facilitate, or allow any such prohibited activities for the duration of the Contract. Further, we hereby provide our assurance that the prohibited activities described in Part 15 of the MCC Program Procurement Guidelines will not be tolerated on the part of our employees, or any Sub-Consultants, or Sub-Consultant employees. Finally, we acknowledge that engaging in such activities is cause for suspension or termination of employment or of the Contract.

We acknowledge notice of MCC's Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations. We have taken steps to ensure that no person acting for us or on our behalf has engaged in any corrupt or fraudulent practices described in ITC Clause 3. As part of this, we certify that:

- (a) The prices in this offer have been arrived at independently, without, for the purpose of restricting competition, any consultation, communication, or agreement with any other offeror or competitor relating to—
 - (i) Those prices;
 - (ii) The intention to submit an offer; or
 - (iii) The methods or factors used to calculate the prices offered.
- (b) The prices in this offer have not been and will not be knowingly disclosed by us, directly or indirectly, to any other offeror or competitor before Proposal opening or Contract award unless otherwise required by law; and
- (c) No attempt has been made or will be made by us to induce any other concern to submit or not to submit an offer for the purpose of restricting competition.

We are submitting our Proposal in Association with:

N/A

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We are attaching herewith information to support our eligibility in accordance with Section III of the RFP.

If negotiations are held during the initial period of validity of the Proposal, we undertake to negotiate on the basis of the nominated Key Professional Personnel.

Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations, and we undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in this RFP.

We understand and accept without condition that, in accordance with ITC Clause 28.1, any challenge or protest to the process or results of this procurement may be brought only through the MCA Entity's Bid Challenge System (BCS).

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

Signed: ~~Ishmael Wundowa~~

Name of authorized signatory:

Name and Title of Signatory: Ishmael Wundowa, Managing Director

Name of Consultant: SM Consulting Limited

Address: Plot No. 44, Power Sec, Opposite New Dam, Logri, Andalusia

Email Address: SML@gmail.com

Annexes:

Annex 1: Power of Attorney

Annex 2: Certificate of Incorporation

Annex 3: Audited Financial Statements

Form TECH-2A. Financial Capacity of the Consultant

Consultant's Legal Name			
Date			
Financial Information (US\$ X,000's)	Historical information for the previous three (3) years (most recent to oldest or equivalence in (US\$ X,000's)		
	Year 1 (Year)	Year 2 (Year)	Year 3 (Year)
Information from Balance Sheet			
(1) Total Assets (TA)			
(2) Current Assets (CA)			
(3) Total Liabilities (TL)			
(4) Current Liabilities (CL)			
(5) Net Worth (NW)			

2. Form TECH-2A. Financial Capacity of the Consultant

Consultant's Legal Name	SM Consulting Limited		
Date	04 November 2016		
Financial Information (USD in 000's)	Historical information for the previous three (3) years (most recent to oldest or equivalence in (US\$ in 000's)		
	2013	2014	2015
<i>Information from Balance Sheet</i>			
(1) Total Assets	3,960	4,360	4,612
(2) Current Assets	2,940	3,596	3,556
(3) Total Liabilities	960	1,076	1,420
(4) Current Liabilities	2,200	1,016	1,304
Net Worth (1)-(3)	3,000	3,284	3,192

The audited financial statements are given in annexure of this document.

3. Form TECH-2B. Current and Past Proceedings, Litigation, Arbitration, Actions, Claims, Investigations and Disputes of the Consultant

The Consultant, or a related company or entity or affiliate, has been involved in any proceeding, litigation, arbitration, action, claim, investigation or dispute within the past five (5) years the process or outcome of which the MCA Entity could reasonably interpret may impact or have the potential to impact the financial or operational condition of the Consultant in a manner that may adversely affect the Consultant's ability to satisfy any of its obligations under the Contract:

No: Yes: ✓

Litigation, Arbitration, Actions, Claims, Investigations, Disputes During Last Five (5) Years		
Year	Matter in Dispute	Value of Award Against Consultant in US\$ Equivalent

Litigation, Arbitration, Actions, Claims, Investigations, Disputes During Last Five (5) Years		
Year	Matter in Dispute	Value of Award Against Consultant in US\$ Equivalent
2014	Force majeure event arising from Ebola disease outbreak and assumed negligence on part of SM Consulting Limited	US\$225,000

4. Form TECH-3. Organization of the Consultant

4.1 SM Consulting Limited

SM Consulting Limited, is ISO Certified in works with Governments, Multilaterals and Private Developers, in shaping public policy, reforms and structuring bankable projects. SM Consulting Ltd assistance spans across various infrastructure sectors including Energy (Power, Coal, Oil & Gas, and Mining), Urban Infrastructure (Water, Waste, Urban Transport, and Housing), Transport (Roads, Airports, and Ports & Railways), Special Economic Zones, Industrial Parks, Telecom, Municipal Reform, Public Finance, Tourism and Corporate.

Place your Organogram here if you like

Our operations extend beyond Andalusia to other emerging markets in Africa, Middle East and Asia. Our international experience includes advising entities in Africa - Ghana, Nigeria, Ethiopia, Tanzania, Tunisia, Zambia, Malawi, South Africa and Namibia, Senegal,. Our similar experience in Asia Pacific includes - Andalusia, Laos, Indonesia, Vietnam and Malaysia.

Through our experience in executing power assignments, we have developed the following key strengths, which place us in a unique position for providing economic & feasibility study and policy & strategic advisory.

International reach and credibility in international community	SM Consulting Ltd is recognized by the international community as a credible and independent opinion provider. SM Consulting Ltd also has research teams that serve Andalusia and the world in undertaking current research of sectors, companies and economies. This can be tapped to gain insights on global developments that may impact project developments in any
Considerable sectoral focus	SM Consulting Limited has a sharp focus on the developmental issues of the Infrastructure sector in emerging economies and has a team of about 100 consultants working in the areas of policy, regulations, project development & PPP.
Experience of working with Multilaterals	SM Consulting Limited has had a longstanding experience of working with multilateral agencies such as World Bank, Department for International Development (DFID), ADB, African Development Bank, USAID, KfW etc.
Quality of manpower	SM Consulting Limited has dedicated groups for financial and commercial advisory in infrastructure privatization in the sectors of energy, transport, urban infrastructure, corporate & tourism. The different groups in SM Consulting Limited have been constituted to get a right mix of experience and highly educational background. Most of our consultants have graduate degrees in Engineering and Business Administration from top universities around the world. In addition SM Consulting Limited has an extensive network with experts and associate firms in all the areas it operates in.

4.1.2. Our experience working with Millennium Challenge Corporation, if any

4.1.3. Energy Sector Capabilities

5. Form TECH-4. Experience of the Consultant

Maximum 20 pages]

Assignment name:	Approx. value of the contract (in current US\$):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total No. of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current US\$):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	
Description of actual services provided by your staff within the assignment:	

Name of Firm: _____

Experience in leading and facilitating organizational reviews in the energy/power sector

Assignment Name: Preparation of Road Map for providing 24 into 7 Power for All Power For All in 14 States and Union Territories (UTs) of Andalusia	Approx. value of the contract (in current US\$): USD 120,000
Country: Andalusia Location within country: 14 States and UTs of Andalusia	Duration of assignment (months): Ongoing
Name of Client: Power Finance Corporation/ Ministry of Power/ Central Electricity Authority	Total no. of staff-months of the assignment: Ongoing
Address: 10 th Floor Mansonia Heights, 4248 Lokko Street, Accra	Approx. value of the services provided by your firm under the contract (in current US\$): USD 120,000
Start Date (month/year): February 2015 Completion Date (month/year): Ongoing	No. of professional staff-months provided by associated consultants: None
Name of Associated Consultants(s), if any: None	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader): Ishmael Wundowa, <i>Project Director</i> ; Neezay Nyame, <i>Financial Expert</i> ; Azay Manu, <i>Project Manager</i>
Narrative description of project: To prepare state specific Roadmap for providing 24 X 7 Power for All (PFA) for 14 states and UTs of Andalusia by analyzing the current power supply scenario and prepare the Generation, Transmission and Distribution Plan on that basis, keeping in view the financial position of power utilities, policy and regulatory issues, man-power planning and capacity building and energy efficiency.	
Description of Actual Services Provided by your staff within the assignment: The scope of work was to prepare the 'Action Plan' for 24x7 PFA, in consultation with various central agencies like MoE, SGIN, RRSS and various state entities like State Govt., State Power Utilities, Renewable Development agencies, includes inter-alia: <ul style="list-style-type: none"> • Projection of average per day consumption of rural and urban households based on respective historical compounded annual growth rates (CAGR) during the past five years. • Projection of demand of commercial, industrial and agriculture consumers based again on past data and historical data recorded during the past five years. • Assess the power requirement of un-electrified households and draw up a time bound plan for electrification of all households. • Project the annual energy requirement and maximum demand by aggregating the requirement of all consumer categories and applying an appropriate load factor. • Draw up a broad plan to meet power demand in future. • Set monitorable targets to achieve the goal of 24x7 Power for All in a cost effective manner to the consumers of the State. 	
Name of Firm: SM Consulting Limited	

Assignment Name: Strengthening of database of the Energy Information System for Senegal	Approx. value of the contract (in current US\$): USD 400,000
Country: Senegal Location within Country: Kurugu	Duration of assignment (months): 6
Name of Client: The World Bank	Total no. of staff-months of the assignment: 24
Address: The World Bank, 1818 H St, NW, Washington, DC, 20433	Approx. value of the services provided by your firm under the contract (in current US\$): USD 400,000
Start date (month/year): September 2015 Completion date (month/year): Ongoing	No. of professional staff-months provided by associated Consultants: 2
Name of associated Consultants, if any: David Amankwa, <i>Computer Information System Specialist</i>	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): Ishmael Wundowa, <i>Project Director, Statistics Expert</i> ; Mensah Addo, <i>Chief Economist/Team Leader</i> ; Akom Bondzi, <i>Computer Technician Specialist</i>
Description of Project: The main objective is to design and deploy a secure computerized database allowing the development and easy updating of the energy balance of Senegal, as there was no reliable and accurate method to collect process and disseminate data about the energy demand and supply.	
Description of actual services provided by your staff within the assignment: <i>The scope of is divided into three phases which includes:</i>	
Phase 1: Analysis of what is available - The selected consultant will analyze the architecture and the model currently used by the EIS team to validate the formulas and calculation assumptions.	
Phase 2: Product design and validation - In this phase SM will design and development of the new global architecture of the information system and its various components for feeding, updating and managing the database.	
Phase 3: Installing the product and support - Supply and installation of the product, the implementation of tests and validation system, development of a manual of procedures (management arrangements, security and administration of the system) To ensure effective handling of the product by the EIS team, SML will be required to deliver a user guide and train the designated experts.	
Name of Firm: SM Consulting Limited	

6. Form TECH-5A. References of the Consultant

Mr. Thekdo Ahoma

Director, Finance and Administration,
Global Partnership for Labor,
P. O. Box 112, Lilongwe,
Malawi
Tel: +278 (0) 175-4004
Email: thekdo@gmail.com

Mrs. Azaboo Richardson

Principal Chief Director,
Ministry of Ports and Rivers,
Plot A. 309,
Cow Lane,
Accra, Ghana
Tel: +298 (0) 123-7898
Email: Arichards@ports.org

Mr. Abukavic Ashraf,

Regional Education Officer,
Ministry of Education,
P. O. Box S.93545,
Kailondo,
Liberia
Tel: +886 (0) 788 -1245
Email: Nnyame@budu.org

7. Form TECH-5B. References of MCC-Funded Contracts

Contracts with MCC				
Contract Number	Name and	Role in Contract	Total Contract Amount	Employer Name and Address
Contracts with an MCA-Entity				
Contract Number	Name and	Role in Contract	Total Contract Amount	Employer Name and Address

For each Employer, please list a contact individual, their title, address, facsimile, phone and e-mail address

Contracts with MCC			
Contract Name and Number	Role in Contract	Total Contract Amount	Employer Name and Address
Contracts with an MCA-Entity			
Contract Name and Number	Role in Contract	Total Contract Amount	Employer Name and Address
RFP/QCBS/ZR-B-2.2-17: Consultant Services for Statistical Quality Control	Lead Firm	USD 120,000	Dr Irine Krotech, Chief Executive Officer, Millennium Challenge Account, P.O. Box 31513, Langalanga, MALA Fax: +287 (0) 3 768 000; Email: ink@mca-m.gov.ml

8200103/RFP/QCBS/03/19: Procurement of Consultant Services for Functional Assessment	Lead Firm	USD 98,659	Ing. Owura K waku Sarfo, Chief Executive Officer Millennium Development Authority 4th Floor, Heritage Tower, 6th Avenue, Ridge West P.M.B. 56, Ministries, Accra, Ghana Email: oksarfo@mida.gov.gh
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8. Form TECH-6. Description of Approach, Methodology and Work Plan for Performing the Assignment (Suggested)

8.1. Appreciation of the sector context for the assignment

8.2. Our understanding of the contract requirements and appreciation for the process facilitation of the Capacity Scan activity

Preparatory phase for In-country workshops

In-country workshops and reporting & Action Plans

M&E and Implementation TORs

8.3. Approach for diagnosing and analyzing capacity gaps within sector entities

8.4. Approach for conducting workshops in order to facilitate consensus building in a participative way

8.5. Proposed solutions for addressing potential obstacles and time constraints for both the facilitation and finalization of the Capacity Scan process

8.6. Project organization and staffing

Our team for the project is structured as follows:

8.8. Developing an M&E system for the Ministry of Energy, Senegal through participative consultations and consensus building with sector institutions

9. Form TECH-7. Comments and Suggestions on the Terms of Reference & Assignment

A: On the Terms of Reference

Deployment of CAPS-Can Expert

From the ToR, we understand that the desired CAP-Scan Expert shall be the Consultant firm who assisted the World Bank and other donors to develop the CAP-Scan process. It is also understood that once the evaluation process for selection of the Consultant firm is completed, MiDA, itself will negotiate with a CAP-Scan expert team and deploy them to work with the selected consultant firm.

Most importantly, since the commercial negotiations will also be carried out by MiDA, therefore, the cost of deployment of the CAP-Scan expert team has not been built in the financial proposal that we are hereby submitting. It is expected that the cost of hiring the CAP-Scan expert will be over and above our financial quote.

B: On the Counterpart Staff and Facilities

The principle risk associated with the assignment is lack of co-operation and willingness of key staff of sector entities to be forthcoming and sharing data including facilitating any field visits that may be required by the Consultants. The role of MiDA shall be crucial in facilitating interviews, workshops by the consultants and the level of involvement & attendance of concerned teams in the consultation workshops.

Further, to carry out a meaningful organizational assessment review, full co-operation of the stakeholders will be required in sharing their internal MIS reports and reporting formats; facilitating understanding of their mechanism of policy making, extent of political interference in organization decision, (if any), judicial independence, media independence, data capturing process, modes of transmission of data, procedures for aggregation, and internal working of the departments involved in reporting data to MiDA. Besides, the other risk is the sharing of right set of documents and in an orderly manner, approach of data capturing from various departments of an organization etc. We expect MiDA to mitigate this risk by engaging, at an early stage, with the senior most management members of the Ministry and other actors, and stressing upon them the importance of the CAP-Scan review exercise and taking a buy-in for this exercise from them. From our experience of data and questionnaire based personal interaction process related assignments across Africa/Andalusia, we have observed that directions from senior management to the managerial staff immensely help in facilitating the data collection for the Consultant.

10. Form TECH-8. Team Composition and Task Assignments

Key Professional Personnel				
Name of Staff	Organization	Area of Expertise	Position Assigned	Task Assigned

Key Professional Personnel					
Sl. No.	Name of Staff	Organization	Area of expertise	Position Assigned	Task Assigned
<i>Key Expert</i>					
1.	Ishamel Wundowa	<i>SM Consulting Ltd</i>	Ishmael has 57 years of experience in Organizational Development, Functional Assessments, Operations Management and Performance Management systems including: management of change, results based management, performance monitoring and evaluation systems, and training/ coaching interventions. He has worked amongst the various dynamic and participatory leadership style that fosters common understanding, develops consensus and builds motivated teams to reach the set objectives and goals of the organization. He has hands on experience for working effectively with executive and senior management, partners and stakeholders. He has been instrumental in managing and working in multi-cultural and equal opportunity environments;	Team Leader & CAP-Scan Facilitator	<p>The Team Leader will lead the entire team and be responsible for the following throughout the assignment execution:</p> <ol style="list-style-type: none"> 1) Key client communications 2) Resource management 3) Delivery and quality assurance 4) Presentation on key deliverables to the Client 5) Power sector specific inputs in terms of domain understanding, appreciation of key sector issues, etc. <p>Besides, on specific components of the project, the team leader would assume leadership:</p> <p>Following activities under the Scoping task (Task 2):</p> <ul style="list-style-type: none"> • Understand country planning processes and schedules for the power sector • Develop an understanding of the local context through interviews with key stakeholders • Modify the template framework and tool; • Revise methodology as needed.

Key Professional Personnel					
Sl. No.	Name of Staff	Organization	Area of expertise	Position Assigned	Task Assigned
2.	Neezay Nyame	<i>SM Consulting Ltd</i>	Neezay has more than 14 year of experience in benchmarking, Performance monitoring & evaluation of electric utilities, process improvement of electric utilities, policy & regulatory reforms, electric tariffs, financial modeling, commercial agreements, and business process improvement etc.	Specialist Consultant in Power Systems (with M&E background)	<p>He will be responsible for the following throughout the assignment:</p> <ul style="list-style-type: none"> • Providing M&E specific knowledge, inputs and understanding of issues <p>Besides, he will lead the following components of the project:</p> <p>Following activities under the Scoping task (Task 2):</p> <ul style="list-style-type: none"> • Review reports on the data quality and a data systems of the power sector <p>Following activities under the In-country workshops (Task 3):</p> <p>During the in country working session, the Power sector M&E expert would lead the design and analysis on the module pertaining to assessing M&E capacity of the sector entities.</p>

Key Professional Personnel					
Sl. No.	Name of Staff	Organization	Area of expertise	Position Assigned	Task Assigned

Non-Key Experts					
Sl. No.	Name of Staff	Organization	Area of expertise	Position Assigned	Task Assigned
3.	Boatema Brembah	<i>Associate to SM Consulting Ltd</i>	Ms. Boatema has more than 25 years' experience in international co-operation. He is involved in the design and implementation of (tailor-made) training programs and facilitation of workshops, as well as in consultancies. Clients include governments and a number of non-governmental organizations, among which Oygog, VHO International, Aga Kuman, etc.	Result Based Management (RBM) Specialist	<p>The Results Based Management (RBM) specialist will during the module of scoping activities, explain the concepts to the team members.</p> <p>During the in country working sessions, he will lead the design and analysis on the module pertaining to assessing the extent of MfDR compliance by the various sector entities.</p>
4.	Mawufemor Amaglo	<i>SM Consulting Ltd</i>	Mawufemor has 12 years of experience in consulting assignments involving government, institutional, multilateral development, and private sector clients. He has worked in both the conventional power and renewable energy space. He has worked in all areas of power sector consulting including performance monitoring & evaluation, business & financial planning, capacity building, commercial due diligence, policy & regulatory matters, risk management strategies, bid process management and tariff determination. Rohan has extensive experience of working on MCC funded assignments in Africa	Power Sector M&E Specialist	<p>During the scoping activity, he will assist the team leader to frame the questionnaire for the stakeholder interviews.</p> <p>During the in country workshops, he will help the Power sector M&E specialist in the design and analysis of the module pertaining to assessing M&E capacity of the sector entities.</p> <p>During monitoring and evaluation of the process, the M&E specialist will contribute in terms of the analysis and report writing.</p> <p>During the optional period (development of ToR), he will contribute in terms of secondary research and reporting writing.</p>

11. Form TECH-9. Staffing Schedule (Key Professional Personnel and Support Staff)

		Staff input (in the form of a bar chart) ¹													Total staff-month input		
			1 ²	2	3	4	5	6	7	8	9	10	11	N	Home	Field ³	Total
Foreign																	
1	[Home]																
	[Field]																
2	[Home]																
	[Field]																
3	[Home]																
	[Field]																
n	[Home]																
	[Field]																
													Subtotal				
Local																	
1	[Home]																
	[Field]																
2																	
n																	
													Subtotal				
Support Staff													Subtotal				

Total			
-------	--	--	--

1. For Key Professional Personnel, the input shall be indicated individually; for support staff it shall be indicated by category (e.g.: draftsmen, clerical staff, etc.).
2. Months are counted from the start of the assignment. For each Personnel, indicate separately staff input for home and field work.
3. Field work means work carried out at a place other than the Consultant's home office.

Full time input:

Part time input:

4. Team Members to execute their duties where O = Outside Client Office and W = Inside Client's Office
5. Part time inputs have been assumed as $\frac{1}{2}$ the effort of full time inputs for the sake of computing the staff-weeks effort.
6. Field work means work carried out at a place other than the Consultant's home office.

Full time input:



Part time input:



12. Form TECH-10. Work and Deliverables Schedule

	Task	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
1													
3													
4													
5													
6													
N	And so on												
	Deliverable												
1													
2													
3													
N	And so on												

13. Form TECH-11. Curriculum Vitae (CV) for Proposed Key Professional Personnel

Professional Personnel

1. Proposed Position [only one candidate shall be nominated for each position]
2. Name of Firm [Insert name of firm proposing the staff]
3. Name of Personnel [Insert full name]
4. Date of Birth [Insert birth date]
5. Nationality [Insert nationality]
6. Education [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]
7. Membership in Professional Associations
8. Other Training [Indicate appropriate postgraduate and other training]
9. Countries of Work Experience [List countries where staff has worked in the last ten years]
10. Languages [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]

Language	Speaking	Reading	Writing
11. Employment Record [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]

From [year]: To [year]:

Employer:

Position(s) held:
12. Detailed Tasks Assigned [List all tasks to be performed under this assignment]
13. Work undertaken that best illustrates capability to handle the tasks assigned: [Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]

Name of assignment or project:

Year:

Location:

Client:

Main project features:

Position held:

Activities performed:

14. References:

[List at least three individual references with substantial knowledge of the person's work. Include each reference's name, title, phone and e-mail contact information.] [The MCA Entity reserves the right to contact other sources as well as to check references, in particular for performance on any relevant MCC-funded projects.]

15. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participate with the **[Consultant]** in the above-mentioned Request for Proposal. I further declare that I am able and willing to work:

- 16.** for the period(s) foreseen in the specific Terms of Reference attached to the above referenced Request for Proposal for the position for which my CV has been included in the offer of the Consultant and
- 17.** within the implementation period of the specific contract.

Signature of Key Professional Personnel

If this form has NOT been signed by the Key Professional Personnel, then in signing below the authorized representative of the Consultant is making the following declaration.

“In due consideration of my signing herewith below, if the Key Professional Personnel has NOT signed this CV then I declare that the facts contained therein are, to the best of my knowledge and belief, a true and fair statement AND THAT I confirm that I have approached the said Key Professional Personnel and obtained his assurance that he will maintain his availability for this assignment if the Contract is agreed within the Proposal validity period provided for in the RFP.”

Signature of Authorized Representative of the Consultant

Day / month/ year

<i>Key Personnel</i>				
1. Proposed Position	Team Lead & CAP-Scan Facilitator			
2. Name of Firm	SM Consulting Limited			
3. Name of Personnel:	Ishmael Wundowa			
4. Date of Birth:	November 15, 1955			
5. Nationality:	Andalusian			
6. Education:	<ul style="list-style-type: none"> • Bachelor of Education, University of Leicester, 1977 • Diploma in Organizational Behavior (1988) • Diploma in Operational Planning (1989) 			
7. Membership of Professional Associations:	<ul style="list-style-type: none"> • Fellow, American Society of Training and Development 			
8. Other Training:	<ul style="list-style-type: none"> • Operations Management, <i>CAgents- 1990</i> 			
9. Countries of Work Experience:	Andalusia, Ghana, Ethiopia, Kenya, Botswana, Lesotho, Malawi, Mozambique, Nigeria, South Africa, Swaziland, Zambia, Zimbabwe, Macedonia, Malaysia, Maldives, Mongolia, Nepal, Pakistan, Palestinian West Bank and Gaza, Philippines, Singapore, Turkey, UK, USA and Yemen.			
10. Languages:		<i>Speak</i>	<i>Read</i>	<i>Write</i>
	<i>Mampuuli</i>	Mother Tongue	Mother Tongue	Mother Tongue
	<i>English</i>	Excellent	Very Good	Very Good
11. Employment Record:				
From: 05/1983 To: Present				
Employer: Eskimo Limited, Logri, Andalusia				
Positions Held: Managing Director				
From: 09/1970 To: 04/1983				
Employer: Kitimat College of Applied Arts and Technology, Kitimat, Canada				
Positions Held: Dept Head.				

From: 08/1968 **To:** 09/1970

Employer: Wanna Industries.

Position Held: Production Coordinator – Copter Manufacturer, Ottawa, Canada

From: 04/1962 **To:** 07/1968

Employer: Ghana Oxygen International Ltd:

Position Held: Apprentice, Junior Foremen, Welding Technician.

12. Detailed task assigned

The Team Leader will lead the entire team and be responsible for the following throughout the assignment execution:

- Key client communications
- Resource management
- Delivery and quality assurance
- Presentation on key deliverables to the Client
- Power sector specific inputs in terms of domain understanding, appreciation of key sector issues, etc.

Besides, on specific components of the project, the team leader would assume leadership:

Following activities under the Scoping task (Task 2):

- Understand country planning processes and schedules for the power sector
- Develop an understanding of the local context through interviews with key stakeholders
- Modify the template framework and tool;
- Revise methodology as needed;
- Demonstrate familiarity and use of peer assessment tools in capacity gap analysis; and

Following activities under the In-country workshops (Task 3):

- Design of the workshop in terms of structure, participant groups, day-wise agenda
- Conducting and facilitating the workshops
- Design structure of the action plan report and review the draft report internally before circulation to client and stakeholders

13. Work Undertaken that best illustrates capability to handle the tasks assigned

Name of Assignment: Power Sector Reform and Restructuring Project

Year: 2002-2004

Location: Accra

Client: African Development Bank & Ministry of Power and Energy

Main project features: Power Sector consolidation; Organizational Assessments; Transformation and Change management techniques

Positions Held: Organizational and HR specialist

Activities Performed: Assigned to the Power Sector Reform Office (PSRO), conducted two organizational assessments (Accra Electricity Board and Northern Electric Company) Completed a Stakeholder Analysis, Prepared a PSRO Communication Plan, assessed existing management, business and HR practices and processes, prepared a Transition Plan for up to eight New Successor Companies (One Generation, One Transmission and six distribution utilities). Examined financial and operation efficiencies, reviewed power Purchasing agreements. Additionally, worked with a Human Resource Working Group to prepare a HR component of a Restructuring Scheme for the Power Sector and in particular:

Conducted a macro and micro needs assessment of Civil Servant management and operational staff;

14. References:

Name: Gilbert Ahay Address: ECG, Accra, Ghana Tel: (970) 599234001 Email: gahay@ecg.gh	Name: Kotoku Tamba Address: Victoria, BC, Canada Tel: (250) 658 9560 Email: ktamba@gmail.com	Name: Florence Aduku Address: Kashmir Street, Srinaga, India Tel: (44) 7583453498 Email: faduku@hotmail.com
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15. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participate with the **[Consultant]** in the above-mentioned Request for Proposal. I further declare that I am able and willing to work:

for the period(s) foreseen in the specific Terms of Reference attached to the above referenced Request for Proposal for the position for which my CV has been included in the offer of the Consultant and within the implementation period of the specific contract.

Ishmael Wundawa

Signature of Authorized Representative of the Consultant

Day / month/ year

04/11/2016

1. Proposed Position	Power Sector M&E Specialist			
2. Name of Firm	SM Consulting Limited			
3. Name of Staff:	Mawufemor Amaglo			
4. Date of Birth:	28 June 1982			
5. Nationality:	Ghanaian			
6. Education:	<ul style="list-style-type: none"> • MBA (Finance), GIMPA Institute of Management & Higher Studies, Accra, 2005 • BE (Electronics), KNUST, Kumasi, Ghana, 2004 			
7. Membership of Professional Associations:	Nil			
8. Other Training:	Nil			
9. Countries of Work Experience:	Andalusia, Malawi, Tanzania, Botswana, Vietnam, New Zealand			
10. Languages:		Speak	Read	Write
	<i>English</i>	Excellent	Excellent	Excellent
	<i>Ewe</i>	Mother Tongue	Mother Tongue	Mother Tongue
11. Employment Record				
From: April 2014 to: till date Employer: SM Consulting Limited Positions Held: Associate Director				
From: April 2008 to: March 2014 Employer: SM Consulting Limited Position Held: Manager				

Annex 1: Power of Attorney

Enclosed in the next page.....

Annex 2: Certification of Incorporation

Enclosed in the next page.....

Annex 3: Audited financial statements for the last three (3) years supported by audit letters

Enclosed in the next page.....



SM CONSULTING LIMITED

Procurement of Consultant Services for Ghana

Power Sector Capacity Scan

Financial Proposal

Ref No: 5310200/RFP/QCBS/09/16

SM Consulting Limited,

November 2016

Contents

1.	Form FIN-1. Financial Proposal Submission Form	3
2.	Form FIN-2. Price Summary	5
3.	Form FIN-3: Breakdown of Price by Activity	6
4.	Form FIN-4: Breakdown of Remuneration.....	7

1. Form FIN-1. Financial Proposal Submission Form

The letter is enclosed in the following page.....

SM CONSULTING LIMITED

Logri, 04 November 2016

To: Chief Executive Officer
Millennium Development Authority
4th Floor, Heritage Tower
6th Avenue, Ridge West
P.M.B. 56, Ministries
Accra, Ghana

Dear Sir

Re: Ghana Power Sector Capacity Scan
Ref: 5310200/RFP/QCBS/09/16

We, the undersigned, offer to provide the consulting services for the above mentioned assignment in accordance with your Request for Proposal (RFP) dated **30 September 2016** and our Technical Proposal.

Our attached Financial Proposal is for the fixed price of **USD 107,797 only [United States Dollar One Hundred and Seven Thousand Seven Hundred and Ninety-Seven only]**.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, as indicated in Paragraph ITC 16.1 of the PDS.

No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Contract execution

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

Yours sincerely,

Signed: Ishmael Wundowa

Authorized Signatory:

Name and title of Signatory: Ishmael Wundowa, Managing Director

Name of Consultant: SM Consulting Limited

2. Form FIN-2. Price Summary

Re: Ghana Power Sector Capacity Scan

Ref: 5310200/RFP/QCBS/09/16

Sl. No.		Price
		USD
1.	Base Period	97,333
2.	Option Period (Task 6/Deliverable 8)	10,464
Total Price of Financial Proposal		107,797

Note: The above prices are fully loaded inclusive of international travel, communication, local transportation, office expenses and shipment of personal effects, direct and indirect rates and profits; but do not include any form of taxes and duties to be paid in Ghana including but not limited to withholding tax

3. Form FIN-3: Breakdown of Price by Activity

Re: Ghana Power Sector Capacity Scan

Ref: 5310200/RFP/QCBS/09/16

Group of Activities by Phase	Description
	Price
	US\$
Submission of Inception Report	8,081
Launching of CAP-Scan – Report on Virtual Support from CAP-Scan Expert Prior to In-country work	2,298
Report on Task 2: Scoping Studies	34,650
Draft Report on Task 3 & 4: In-country Working Sessions and Action Plan Developed	41,164
Final Report on Task 3 & 4: In-country Working Sessions and Action Plan Developed	3,768
Report on Task 5 – M&E	7,372
Option: Final TORs for Implementation	10,464
Total	107,797

4. Form FIN-4: Breakdown of Remuneration

Re: Ghana Power Sector Capacity Scan

Ref: 5310200/RFP/QCBS/09/16

Sl. No.	Name	Position	Person month fully loaded rates	
				USD
A. Foreign Staff				
1.	Ishmael Wundowa	Team Lead & CAP-Scan Facilitator	Home	7,722
			Field	12,214
2.	Neezay Nyame	Specialist Consultant in Power Systems (with M&E background)	Home	11,730
			Field	16,225
B. Local Staff				
<i>NIL</i>				
B. Non Key Staff				
3.	Boatema Brembah	RBM Specialist	Home	11,880
			Field	16,372
4.	Mawufemor Amaglo	Power sector M&E Specialist	Home	7,467
			Field	11,958



Millennium Development Authority (MiDA) Responding to Request For Proposals (RFPs)

REQUEST FOR PROPOSALS

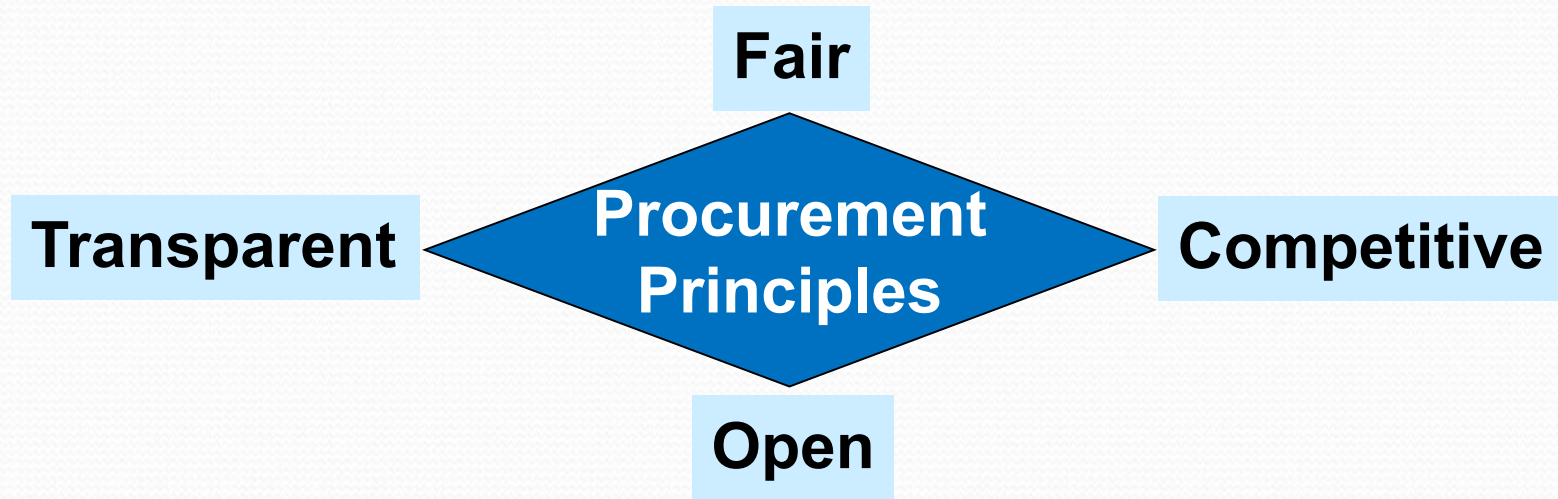
MCC STANDARD PROPOSAL DOCUMENT ADAPTED FROM IDA/WORLD BANK STANDARD DOCUMENTS AND ADAPTED TO SUIT MCC

REMEMBER THIS IS UNTIED AID AND COMPETITION IS OPEN WORLDWIDE

IMPORTANT FOR INTERESTED BIDDERS TO READ THE RFP CAREFULLY AS THIS NEW VERSION HAS ONLY BEEN EFFECTIVE FROM MAY 2016

IF IN DOUBT ON ANY ISSUE(S) ALWAYS ASK FOR CLARIFICATION

MiDA PROCUREMENT PRINCIPLES



- Procurement Agent to ensure integrity of the process
- Open competition wherever possible
- No geographic or national preferences
- Independent and suitably qualified Evaluation Panels
- MCC and MiDA Board of Directors approvals over certain thresholds
- Price Reasonableness Analysis
- Contractor Past Performance Reports
- Reference Checks
- Bid Challenge System (www.mida.gov.gh) and Debriefings

PART 1 - SECTION I

INSTRUCTIONS TO CONSULTANTS

READ CAREFULLY, AND IN PARTICULAR NOTE

CLAUSE 17

- Clearly mark your outside envelope/package with the name and reference for the assignment – also see Proposal Data Sheet;
- Ensure that the required number of your Technical and Financial Proposals are provided – also see Proposal Data Sheet;
- Ensure that the Technical and Financial Proposals are enveloped separately and also clearly marked with the name and reference for the assignment.

PART 1 - SECTIONS II AND III

Section 2 – The Proposal Data Sheet supersedes the related clauses from the Instructions to Consultants. Please also note that Proposals must be submitted no later than **15:00 hours Ghana time on XX XXXXX, 2017**. Ensure you know where the Tender Box is and deliver your package in good time.

Section 3 – The Qualification and Evaluation Criteria shows the marks to be awarded for each category and you are required to obtain a minimum of 80 marks if you are to pass and enable your Financial Proposal to be opened and evaluated.

SECTION III - QUALIFICATION AND EVALUATION CRITERIA

LEGAL STATUS - LETTER OF INCORPORATION WITH TECH-1

FINANCIAL CRITERIA - ACCOUNTS AND CREDIT FACILITIES TO EVIDENCE SUFFICIENT FINANCE TO COMPLETE THE CONTRACT

LITIGATION CRITERIA – FOR CONTRACTS IN LAST 5 YEARS

ORGANIZATIONAL CAPABILITY AND EXPERIENCE OF THE CONSULTANT – EVIDENCE OF SUCCESSFUL EXPERIENCE ON PROGRAM/PROJECT MANAGEMENT CONSULTANCIES

APPROACH, METHODOLOGY AND WORK PLAN - RESPOND TO THE REQUIREMENTS OF THE TOR AND THE STATED CRITERIA

KEY PROFESSIONAL PERSONNEL – EDUCATIONAL QUALIFICATIONS, RELATED WORK EXPERIENCE, AND EXPERIENCE IN DEVELOPING COUNTRIES

SECTION IV

Section IV A – The Technical Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **TECH-1 to TECH-11** forms.

Section IV B – The Financial Proposal Forms Consultants will need to respond to each section and to assist the evaluation process if Consultants use separators to divide your responses to each of the **FIN-1 to FIN-4** forms.

PART 1 - SECTION IV

- **Power of Attorney and Letter of Incorporation:** - Attach to form TECH-1.
- **References:** - Provide at least three (3) references with current name, physical address, phone/mobile and email address.
- **Key Personnel:** - Consultants must assign their Key Personnel to the positions required in the Terms of Reference – do not assign them to their corporate positions.
- **Qualification of Personnel:** - Consultants must clearly indicate the year of academic qualification as well as the number of years of experience of each of the Key Personnel.
- **Signing of CVs:** - Staff proposed for the assignment must sign the CVs, or the CVs must be endorsed by an authorised person using the appropriate Form TECH-11.
- **Submission procedures:** - Consultants should not submit proposals to any staff of MiDA. The Submission sheet on the Tender Box must be completed by the person delivering the Proposal package and the Proposals must be put in the tender box.
- **Courier Submissions:** - Poor labelling of Proposal packages submitted by courier can result in Proposals being misplaced, lost or prematurely opened, when the recipient is unsure of the content of the mail. MiDA shall not be responsible for any of these mishaps and this will lead to the Proposals being rejected. Consultants are advised to label submissions appropriately and in accordance with ITC clause 4.0.

PART 1 - SECTION V

Terms of Reference – Consultants should read these carefully as it provides, among others, details of:

- the scope of work required under this assignment,
- the level of effort, and
- the Key and any non-Key Personnel requirements.

PART 2 – CONTRACT AGREEMENT

This is the new form of Contract Agreement that you will be required to sign so please read the terms and conditions carefully.

If you are in any doubt about any of the terms of Contract it is advisable to ask for clarification at this stage.

Note: The General Conditions of Contract and MCC Additional Provisions will not be changed.

CLARIFICATION QUESTIONS AND RESPONSES

CLARIFICATION QUESTIONS MUST BE SENT **BY E-MAIL** NO LATER THAN CLOSE OF BUSINESS ON **XX XXXXX 2017** TO:

paghana@charleskendall.com

and

procurement@mida.gov.gh

YOU MUST USE THESE ADDRESSES TO SOLICIT A WRITTEN RESPONSE TO YOUR QUESTIONS INCLUDING THOSE RAISED AT THIS MEETING.

RESPONSES TO ALL QUESTIONS WILL BE ISSUED ALONG WITH THE MINUTES OF THE PRE-PROPOSAL MEETING NO LATER THAN **XX XXXXX 2017**.

SUBMISSIONS

MiDA PROCUREMENT

4TH FLOOR HERITAGE TOWER

SUBMISSION FORM TO BE COMPLETED ON
TENDER BOX.

SUBMISSIONS DUE BY 15:00 HOURS GHANA TIME
ON **XX XXXXX**, 2017. A PUBLIC OPENING FOLLOWS
IMMEDIATELY AFTER.

LATE SUBMISSIONS WILL NOT BE ACCEPTED.

COMMON CHALLENGES

Consultancy Services

- ❖ Proposal not signed
- ❖ Proposal Envelopes not correctly marked
- ❖ Power of Attorney not provided for the person given authority to sign the Proposal **and** negotiate and/or sign the resulting Contract
- ❖ JV or Association documents not provided
- ❖ References not provided for Bidder and/or Key Personnel
- ❖ Incorrect or no email addresses provided for References
- ❖ Clarification questions not asked by due date and time
- ❖ Technical and Financial Proposals submitted in one package and not in separately sealed envelopes
- ❖ CV not in correct format and/or not signed
- ❖ Clearly state Years of Experience for your Key Personnel
- ❖ Firms respond to TORs stating they will do **what** the TOR requires but not explaining **how** they will carry out the assignment



Thank You.

Any Questions?