

1. Invitation to Submit Proposal

Section I: Fact Sheet	
Tender No.	CWS/KE/NBO/022/FY26
Description	Consultancy services for a Scrum Master – Applicant Platform Enhancement Initiative
Estimated Cost	To be proposed by bidders as an all-inclusive professional fee linked to the assignment work plan and deliverables
Questions and Answers	Questions shall be submitted in writing to Procurement@cwsafrica.org or through the procurement portal.
Publication Date	August 25, 2026.
Tender Closure	September 10, 2026.
Submission Method	Electronic submission through the Coupa Supplier Portal or other CWS-designated procurement platform.

1.1 General Conditions for Tender

Church World Service invites qualified and experienced individual consultants or consulting firms to submit proposals for a Scrum Master consultancy supporting the strategic enhancement of its Applicant Platform. The Scrum Master will establish and coach Scrum practices, facilitate collaboration among Programs, Information Technology, the software development team, leadership, governance bodies, and other stakeholders, and support delivery of a secure, scalable, auditable, compliant, and operational platform by March 2027.

The assignment covers Scrum framework establishment, product backlog refinement, sprint planning, daily Scrum facilitation, sprint reviews, retrospectives, impediment removal, team coaching, stakeholder engagement, requirements traceability, delivery reporting, security and privacy compliance tracking, User Acceptance Testing, training and change management, implementation readiness, documentation, handover, and post-implementation review. The role requires a minimum of 10 hours per week on-site, with the final level of effort agreed through the approved work plan.

- I) Establish and coach Scrum roles, events, artifacts, values, and working agreements across the development team and Program stakeholders.
- II) Facilitate product backlog refinement, sprint planning, daily Scrums, sprint reviews, retrospectives, and release planning.
- III) Coach the Product Owner on backlog prioritization, acceptance criteria, stakeholder engagement, and maximizing product value.
- IV) Identify, escalate, and support removal of impediments while protecting the team from disruption and encouraging self-management and continuous improvement.
- V) Maintain transparent delivery metrics, risks, dependencies, decisions, documentation, and governance reporting through 31 March 2027.

The selected Scrum Master must demonstrate recognized Scrum certification, substantial experience facilitating software development teams, strong coaching and servant-leadership capability, effective stakeholder management, and experience working with secure systems and sensitive information.

CWS expects the Scrum Master to improve team effectiveness, strengthen transparency and accountability, support predictable delivery, coach effective collaboration between Programs and IT, and ensure Scrum ceremonies, artifacts, metrics, and continuous-improvement actions are consistently maintained.

1.2 Confidentiality

Church World Service prohibits its employees from sharing, and any bidders from obtaining confidential information related to this solicitation, including information regarding Church World Service's price estimates, competing bidders or competing offers, etc. Any information provided to one bidder shall be provided to all other bidders.

This document contains confidential and proprietary information that is provided for the sole purpose of providing Bidders with a comprehensive understanding of Church World Service requirements regarding the selection of vendors capable of providing services.

Reproduction of this document by photographic, electronic, or other means is permitted only for the purpose of preparing a corresponding proposal response and in any other subsequent activities that may be related to the provision of tendered services.

Bidders are required not to disclose to any other party, other than their employees and officers directly connected to responding to this document and tendered services, any information concerning this document. No news release, public announcement, or any other reference to this document or any program thereunder shall be made without expressed written consent from Church World Service.

Bidders are required to sign the enclosed Non-Disclosure Agreement (NDA) as provided in Annex 6 and return it to **Church World Service**, as part of their response to this document.

1.3 Conflict of Interest

If a company is owned, whether directly or indirectly, in whole or in part, by any employee of Church World Service or by any individual related to such an employee, the company must disclose this relationship either as part of, or prior to, submitting its bid. Any conflict of interest identified on the part of a bidder will result in disqualification from this tender process. A bidder shall be deemed to have a conflict of interest with one or more parties in this bidding process if they are involved in circumstances that compromise, or may be perceived to compromise, their impartiality in relation to the "Invitation for Bids to Supply Microsoft Licenses."

- a) Have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about or influence on the proposal of another bidder, or influence the decisions of Church World Service regarding this bidding process;
- b) Participated as a consultant in the preparation of the design, scope of work or technical specifications of requirements included in this tender; or are Church World Service employees, committee members, board members, or their relatives, who are not eligible to participate in the tender.

1.4 Fraudulent Practices

Church World Service requires all prospective bidders to adhere to the highest ethical standards during the entire tender and accompanying evaluation, selection, negotiation and contracting process. Church World Service will reject any tender response or award of tender if it determines that a bidder has, directly or through an agent, engaged in either of the following:

1.4.1 Canvassing

Meant to influence Church World Service decision prior to, during or after submission of the tender;

1.4.2 Corrupt practice

This prohibition includes any request from any Church World Service employee, consultant or agent for anything of value from any company or individual in exchange for the employee, consultant or agents taking or not taking any action related to the award of a contract or the contract once awarded. It also applies to any offer from any company or

individual to provide anything of value to any Church World Service employee, consultant, or agent in exchange for that person taking or not taking any action related to the award of the contract or the contract.

1.4.3 Fraudulent practice

Misrepresentation or omission of fact;

1.4.4 Collusive practice

Church World Service requires fair and open competition for this solicitation. No two (or more) companies submitting proposals can be owned or controlled by the same individual(s). Companies submitting offers cannot share prices or other offer information or take any other action intended to pre-determine which company will win the solicitation and what price shall be paid.

1.4.5 Coercive practice

Harming or threatening to harm people and other bidders involved in this process.

1.5 No Commitment to Contract and Cost of Bidding

- a) This tender shall not be considered an order or contract. This document shall neither be viewed as a request nor authorization to perform work at Church World Service's expense.
- b) Any work performed by a bidder in connection with responding to the tender shall be at the bidder's own discretion and expense.
- c) This tender does not commit Church World Service to award a contract or to pay any costs incurred in the preparation or submission of offers, or costs incurred in making necessary studies for the preparation thereof.
- d) Bidders are hereby advised that Church World Service is not committed to any course of action because of issuing this tender and/or receiving responses from bidders.

1.6 General Clauses

- a) Except where expressly varied in the contract, Church World Service Terms and General Conditions attached hereto will apply (Annex 6).
- b) Should your offer be accepted, you shall be required to sign and return a formal agreement confirming your acceptance.
- c) Church World Service reserves the right to make regular market comparisons of other vendors to ensure that we are receiving the best and most competitive price.
- d) The service provider/s shall maintain true & correct records in connection with the goods and services to be supplied to Church World Service.

1.7 Pertinent Information

Church World Service reserves the sole and absolute discretion to accept or reject any proposal, in whole or in part and does not bind itself in any way to select the firm offering the lowest price. The contract shall be awarded to the bid considered most responsive to the needs, as well as conforming to Church World Service's general principles, including economy and efficiency and best value for money.

2. Corporate Social Responsibility

2.1 Social standards

Sellers either working or seeking to work with Church World Service shall commit to respect internationally recognized human rights principles and labour standards, vendors or service providers shall;

- a) Conduct their business in respect of fundamental human rights and be in no way complicit in human rights abuses.
- b) Uphold the abolition of all forms of forced labor.
- c) Uphold effective elimination of child labor.
- d) Guarantee a safe working environment for employees.

2.2 Environmental considerations

Whenever possible and economically viable, Church World Service shall seek to procure goods and services that lessen the burden on the environment. The vendor's environmental performance shall be based on the following criteria:

- a) Environmental policy, committing the vendor to reduce environmental impacts
- b) Resources dedicated to environmental management (as a dedicated function or background function)
- c) Implementation of an environmental management system.

2.3 Code of Conduct clause:

2.3.1 Principles of Conduct Clause:

Vendors seeking to work with Church World Service shall respect the following principles: Vendors seeking to engage with **Church World Service (CWS)** shall conduct their business with the highest standards of **integrity, transparency, and professionalism**. Vendors must:

- a) Act ethically and avoid all forms of fraud, corruption, bribery, collusion, or unfair competition.
- b) Provide accurate, complete, and truthful information during the tender and contracting process.
- c) Disclose any actual or potential conflicts of interest involving CWS staff or representatives.
- d) Comply with applicable laws, including anticorruption, Labor, safeguarding, child protection, and human rights standards;
- e) Respect confidentiality and protect any nonpublic or sensitive information; and
- f) Adherent to environmental responsibility and sustainability principles where applicable.

2.3.2 Business Ethics

Vendor is expected to maintain the highest degree of business ethics when working with Church World Service. Any breach of this Code of Conduct may result in **disqualification from the tender process, termination of contract, and exclusion from future CWS procurements**.

2.4 Transparency of information provision

Vendors should not be involved in any fraudulent activities, misrepresent information or facts for the purpose of influencing the selection and contract awarding process in its favor. No form of canvassing is allowed.

2.5 Fair competition

Vendors should not be involved in any corrupt, collusive, or coercive practices. Officials not to benefit:

- a. The Vendor represents and warrants that no official of Church World Service has been, or shall be, admitted by the Vendor to any direct or indirect benefit arising from this Request for proposal,
- b. Purchase Order / Contract or the award thereof.
- c. The Vendor agrees that breach of this provision is a breach of an essential term of this Purchase Order/Contract.
- d. If at any time during the registration or procurement process Church World Service determines that the vendor is in violation of the above-mentioned principles, that vendor's request for registration or bid shall be rejected as ineligible. All costs in relation to the cancellation of contracts shall be borne by the vendor.

2.6 Pricing

Your offer shall clearly state the following.

- a) Professional service charge/fee inclusive of 5% withholding tax
- b) Microsoft nonprofit/reseller pricing basis, including applicable nonprofit discount, reseller margin or markup, support charges, administrative fees, subscription term, billing model, and any assumptions affecting the quoted price.
- c) Full details of services offered
- d) Delivery and implementation period
- e) Payment terms and discounts for early payment, if you do not concur with Church World Service standard payment terms
- f) Price Validity
- g) Your offer shall remain to be valid for 120 days until which time a Purchase Order/Contract if issued shall be accepted by you

2.7 Financial Management, Billing, Compliance, and Audit Controls

2.7.1 Ethical Standards and Financial Integrity

The Scrum Master shall uphold the highest standards of business ethics, integrity, transparency, professionalism, and accountability in all activities undertaken in support of Church World Service (CWS) Africa. The Scrum Master shall foster a culture of trust, collaboration, continuous improvement, and responsible stewardship while ensuring that all engagements, decisions, reporting, and communications are conducted in an ethical and transparent manner.

The Scrum Master shall comply with all applicable laws, regulations, organizational policies, contractual obligations, and internationally recognized standards relating to professional conduct, governance, financial integrity, data protection, and service delivery.

In performing their responsibilities, the Scrum Master shall:

- Promote transparency in planning, prioritization, reporting, and decision-making processes.
- Ensure accurate, timely, and honest communication of project status, risks, issues, dependencies, and performance metrics.
- Manage conflicts of interest appropriately and disclose any actual or perceived conflicts that could impact objectivity.
- Support effective governance, accountability, and compliance with organizational policies and procedures.
- Encourage ethical behavior, mutual respect, and professional conduct among all project participants and stakeholders.
- Maintain confidentiality and protect sensitive organizational information entrusted to them.
- Escalate any suspected fraud, misconduct, unethical practices, or compliance violations in accordance with established governance procedures.

The Scrum Master shall act as a trusted facilitator and servant leader, ensuring that all activities are conducted with integrity and in a manner that supports the best interests of CWS Africa and its stakeholders.

2.7.2 Accurate Billing and Invoicing Requirements

The Scrum Master shall ensure that all invoices, payment requests, and supporting documentation submitted to CWS Africa are accurate, complete, transparent, and provided within agreed timelines. The Scrum Master shall facilitate effective financial governance by ensuring that all billing activities are aligned with approved contractual rates, agreed deliverables, and documented services performed.

All invoices submitted to CWS Africa shall:

- Be accurate, complete, and submitted in a timely manner.
- Reflect only services, deliverables, or support activities that have been successfully completed and accepted in accordance with the contract.
- Be fully aligned with the agreed pricing structure, contractual rates, approved work orders, and authorized scope of work.
- Be supported by verifiable documentation, including approved timesheets, sprint reports, service records, acceptance records, work logs, delivery summaries, or other evidence demonstrating completion of the invoiced services.
- Clearly identify the billing period, deliverables provided, applicable taxes, deductions, and any approved reimbursable expenses.
- Comply with all applicable contractual, financial, audit, and regulatory requirements.

The Scrum Master shall maintain transparency and accountability throughout the invoicing process and shall promptly address any discrepancies, omissions, or clarification requests raised by CWS Africa. CWS Africa reserves the right to reject, dispute, or withhold payment for any invoice that is inaccurate, unsupported, duplicated, inconsistent with contractual terms, or not substantiated by appropriate documentation.

2.7.3 Under no circumstances shall the Provider(s):

- Inflate costs or apply unjustified charges
- Submit claims for services not rendered
- Duplicate charges or misrepresent service categories

CWS Africa reserves the right to reject any invoice that does not meet these requirements and to request clarification or support documentation where necessary.

2.8 Documentation and Record Keeping

The Scrum Master shall ensure that accurate, complete, auditable, and up-to-date project, service delivery, governance, and financial records are maintained for all activities performed under this contract. The Scrum Master shall promote transparency, accountability, and traceability by ensuring that all records are properly documented, reviewed, and retained in accordance with contractual, legal, and organizational requirements.

Such records shall:

- a) Be maintained in an organized and accessible manner to support governance, reporting, audits, performance reviews, and continuous improvement activities.
- b) Include, where applicable, project plans, sprint documentation, meeting minutes, action logs, risk registers, issue logs, status reports, service records, approval records, financial documentation, and stakeholder communications.
- c) Be retained for the minimum period required by applicable laws, regulatory requirements, donor requirements, or the terms of the contract, whichever is longer.
- d) Be made available to CWS Africa and its authorized representatives upon reasonable request for audit, review, monitoring, compliance, or operational purposes.
- e) Be protected against unauthorized access, alteration, disclosure, loss, or destruction through appropriate security and access-control measures.
- f) Comply with all applicable confidentiality, privacy, data protection, and information security requirements relating to employees, contractors, partners, beneficiaries, and other stakeholders.
- g) Ensure that any personal, sensitive, or confidential information is collected, stored, processed, shared, and disposed of in accordance with applicable data protection laws, organizational policies, and contractual obligations.
- h) The Scrum Master shall also ensure that documentation standards are consistently applied throughout the engagement and that records remain current, accurate, and sufficient to

demonstrate compliance with contractual commitments, governance requirements, and agreed deliverables.

2.9 Audit Rights and Access

CWS Africa reserves the right to conduct periodic project, performance, compliance, governance, and contractual audits of the Scrum Master Consultant, either directly or through designated internal reviewers, external auditors, or authorized third parties.

The Scrum Master Consultant shall:

- Grant timely access to all relevant project records, governance documentation, reports, meeting minutes, project plans, risk registers, issue logs, action trackers, backlog records, sprint artifacts, testing records, and other documentation related to the Applicant Platform Enhancement Project.
- Cooperate fully with audit, review, assessment, and evaluation activities conducted by CWS Africa or its designated representatives.
- Provide timely clarification and supporting evidence relating to project decisions, governance processes, deliverables, performance metrics, and contractual obligations.
- Respond promptly to audit findings, recommendations, observations, and corrective action requests.
- Develop and implement agreed corrective actions within the timelines established by CWS Africa.
- Maintain complete, accurate, and auditable project records throughout the duration of the engagement and for any applicable retention period following project completion.
- Support periodic reviews of project performance, governance effectiveness, risk management practices, stakeholder engagement activities, and compliance with agreed project methodologies and contractual requirements.

The Scrum Master shall ensure transparency, accountability, and traceability of project activities and decisions to facilitate effective oversight, governance, and continuous improvement throughout the project lifecycle.

2.10 Fraud Prevention and Anti-Corruption Measures

The Scrum Master shall promote and uphold the highest standards of integrity, transparency, accountability, and ethical conduct throughout the engagement. The Scrum Master shall support the establishment and maintenance of effective governance practices and internal controls designed to prevent fraud, waste, abuse, misconduct, and corruption in all activities performed under this contract.

Such controls and practices shall include, but not be limited to:

- a) Appropriate segregation of duties for financial, administrative, approval, and service delivery activities.
- b) Defined review, validation, and approval mechanisms for invoices, deliverables, timesheets, reports, and other contractual documentation.
- c) Policies and procedures that prohibit bribery, corruption, kickbacks, facilitation payments, fraud, collusion, favoritism, and conflicts of interest.
- d) Transparent reporting and escalation processes for risks, issues, irregularities, and suspected misconduct.
- e) Periodic review of governance controls, compliance requirements, and project oversight mechanisms to identify and address potential vulnerabilities.
- f) Maintenance of accurate records and audit trails to support accountability, transparency, and compliance monitoring.

The Scrum Master shall ensure that all project participants, contractors, and stakeholders conduct themselves in accordance with applicable laws, organizational policies, and ethical standards.

Any suspected or confirmed fraud, corruption, misconduct, conflict of interest, unethical behavior, misuse of resources, or other irregular activity related to services provided under this contract

shall be reported immediately to CWS Africa through the designated reporting and escalation channels. The Scrum Master shall cooperate fully with any investigation, audit, review, or corrective action initiated by CWS Africa and shall take appropriate measures to prevent recurrence.

The Scrum Master shall foster a culture of openness, accountability, and continuous improvement that encourages early identification, reporting, and resolution of risks and compliance concerns.

2.11 Discrepancies and Corrective Actions

In the event of identified project delivery discrepancies, performance concerns, non-compliance with agreed project methodologies, governance requirements, contractual obligations, or other deficiencies relating to the engagement:

- a. The Scrum Master Consultant shall promptly investigate the matter, identify the root cause, and implement appropriate corrective actions.
- b. The Scrum Master shall provide CWS Africa with a documented corrective action plan outlining the issue, impact assessment, remediation activities, responsible parties, and target completion dates.
- b) Preventive measures shall be implemented to minimize the risk of recurrence and to strengthen project governance, delivery practices, stakeholder engagement processes, and overall project performance.
- c) Where discrepancy adversely impacts project timelines, deliverables, quality, testing activities, implementation readiness, or stakeholder commitments, the Scrum Master shall work with relevant stakeholders to develop and execute an agreed recovery plan.
- d) The Scrum Master shall track corrective actions to closure and provide periodic status updates to CWS Africa until all agreed actions have been satisfactorily completed.

Repeated, material, or significant non-compliance with contractual obligations, project governance requirements, or performance expectations may result in remedial action by CWS Africa, including formal performance reviews, contract termination, and any other remedies available under the contract or applicable law.

2.12 Payment Terms and Compliance

Payments shall be made in accordance with agreed contractual terms, subject to:

- a) Verification and approval of invoices
- b) Compliance with all documentation and reporting requirements
- c) Satisfactory performance of services

Failure to comply with financial and ethical standards may result in delayed payments, withholding of funds, or contract review.

2.13 Continuous Improvement and Reporting

The Scrum Master Consultant shall promote transparency, accountability, and continuous improvement throughout the Applicant Platform Enhancement Project by providing regular project reporting, delivery insights, and recommendations aimed at improving project outcomes and stakeholder satisfaction.

The Scrum Master shall support continuous improvement and reporting activities, including:

- a. Periodic project status reports, sprint performance summaries, milestone updates, and project health assessments.
- b. Analysis of project performance metrics, delivery trends, risks, dependencies, and resource utilization to identify opportunities for improved efficiency and effectiveness.
- b) Recommendations for improving project delivery, stakeholder engagement, governance processes, Agile practices, and overall project performance.
- c) Monitoring and reporting on progress against project objectives, deliverables, timelines, and agreed success measures.
- d) Identification of delivery bottlenecks, process inefficiencies, and project risks, together with proposed mitigation and improvement actions.

- e) Tracking and reporting on User Acceptance Testing (UAT), training, change management, implementation readiness, and operational handover activities.
- f) Maintenance of lessons learned registers, retrospective outcomes, and continuous improvement action plans throughout the project lifecycle.
- g) Facilitation of sprint retrospectives, project review meetings, and stakeholder feedback sessions to identify improvement opportunities and strengthen project execution.
- h) Provision of executive-level summaries and governance reports highlighting key achievements, risks, issues, decisions, dependencies, and recommended actions.

The Scrum Master shall work collaboratively with CWS Africa stakeholders to foster a culture of continuous improvement, transparency, learning, and Agile delivery excellence, ensuring that project processes and outcomes are regularly evaluated and enhanced throughout the engagement.

3. General Terms and Conditions

Acceptance of an offer entails waiver by the seller of its general conditions of sale. All terms and conditions not mentioned herein shall be governed by the buyer's Terms and General Conditions, which shall be considered an integral part of the order. Submission of a proposal confirms acceptance of the general terms and conditions by the vendor.

3.1 Payment Terms

By bank transfer within 30 days after receipt of invoice and confirmation of satisfactory receipt of services.

3.2 Vendor Registration Form

Vendors shall be registered with Church World Service. If you have issued your vendor registration form to us before, there is no need to re-submit. ("Tender Package — Request for Proposal (RFP) - Tenders Kenya") If, however, you wish to update your registration with Church World Service you may send us the following;

- Updated Vendor registration form & Updated Licenses
- Financial statements.

3.3 Documents

The following are the required documents with each deliverable for payment.

- Monthly Invoice
- Quality of Service Report
- Goods and Services Received Note (to be issued by Church World Service)
- Any other document as required in the relevant Purchase Order/Contract.
- Distribution of documents shall be confirmed against the Purchase Order/Contract.

4. Background & Objective

The objective of this RFP is to appoint an experienced Scrum Master consultant to establish, facilitate, and coach effective Scrum delivery for the Applicant Platform Enhancement initiative. The consultant will enable a high-performing, self-managing team; support the Product Owner; remove impediments; strengthen stakeholder collaboration; and maintain transparent, governed delivery through testing, training, implementation, and operational readiness.

- Establish and coach Scrum roles, values, events, artifacts, working agreements, Definition of Ready, and Definition of Done.
- Facilitate discovery workshops, product backlog refinement, sprint planning, daily Scrums, sprint reviews, retrospectives, and release planning.
- Coach the Product Owner and stakeholders to refine, prioritize, and trace business, functional, and non-functional requirements.
- Track sprint goals, velocity and flow indicators, risks, dependencies, impediments, decisions, and improvement actions without replacing the team's accountability.



- Coordinate security, privacy, UAT, training, change management, implementation readiness, and operational handover within the Scrum delivery framework.
- Support delivery of a fully operational platform by March 2027, subject to approvals and dependencies.

All services must comply with CWS procurement, confidentiality, data protection, information security, change management, and governance requirements, including applicable National Institute of Standards and Technology 800-53 Rev. 4 security and privacy expectations.

5. Scope, Deliverables, and Timelines

The selected Scrum Master shall support the assignment from contract award through project completion, establishing and coaching Scrum practices and coordinating delivery activities required to achieve an operational Applicant Platform by March 2027. Deliverables shall be submitted in agreed formats and approved by the designated Product Owner and Regional Information Technology Director. The scope includes the following service categories, deliverables, and minimum expectations:

1. **Inception and Scrum Enablement**
 - Inception report, delivery work plan, stakeholder engagement plan, Scrum maturity assessment, governance framework, team charter, working agreements, Definition of Ready, and Definition of Done.
2. **Product and Backlog Readiness**
 - Facilitated requirements workshops, Business and Functional Requirements Documents, Requirements Traceability Matrix, prioritized product backlog, release roadmap, user stories, and acceptance criteria.
3. **Sprint Delivery and Coaching**
 - Sprint schedules, ceremony records, impediment log, risk and dependency register, sprint metrics, retrospectives and improvement tracker, monthly status reports, and stakeholder decision log.
4. **Testing and Operational Readiness**
 - Coordination records for security testing, UAT, defect resolution, training, change management, and operational readiness, including formal sign-offs.
5. **Go-Live and Handover**
 - Release and implementation plan, go-live readiness checklist, handover documentation, Scrum sustainability and coaching handover plan, and post-implementation review report.

6. Eligibility and Proposal Requirements and Evaluation

Bidders must satisfy all mandatory eligibility requirements and submit complete technical and financial proposals demonstrating Scrum Master capability, software delivery experience, servant leadership, team coaching, Product Owner support, stakeholder coordination, security and privacy awareness, and ability to meet the assignment timeline and on-site requirement.

- Valid business registration and tax compliance documentation, where applicable; individual consultants shall provide equivalent legal and tax documentation.
- Lead consultant holds a bachelor's degree in information technology, Computer Science, Business Analysis, Project Management, Information Systems, or a related field.
- Currently recognized Scrum Master certification from Scrum Alliance, Scrum.org, PMI, or an equivalent professional body.
- Minimum eight years' experience in software development and implementation environments, including substantial recent experience serving as Scrum Master.
- Demonstrated experience coaching cross-functional teams, facilitating Scrum events, supporting Product Owners, managing impediments and dependencies, and using Agile delivery metrics.
- Experience with secure systems handling sensitive or personally identifiable information; donor-funded, humanitarian, refugee, migration, or international NGO experience is highly desirable.

- Availability for at least 10 hours per week on-site and ability to support delivery through March 2027.

Failure to meet mandatory requirements will result in disqualification.

6.1 Mandatory Eligibility Requirements

6.1.1 Proposal Submission Requirements

The proposals shall be evaluated based on the submitted offers as well as vendor registration form and supporting documents. The evaluation will involve consideration of several factors such as the following, but not limited to;

6.1.2 Technical Proposal

Bidders must submit:

- Consultant or firm profile and CVs of proposed personnel.
- Understanding the assignment and proposed Scrum implementation, coaching, servant-leadership, governance, and quality approach.
- Detailed work plan showing Scrum enablement activities, sprint cadence, dependencies, milestones, level of effort, on-site schedule, and delivery through March 2027.
- Approach to Product Owner coaching, backlog management, ceremony facilitation, impediment removal, team effectiveness, stakeholder engagement, metrics, risks, security and privacy coordination, UAT, training, change management, implementation, and handover.
- At least three relevant software delivery references with verifiable client contacts and evidence of comparable Scrum Master assignments.
- Copies of relevant academic and professional certifications, including CSM, PSM, PMI-ACP, SAFe Scrum Master, or equivalent credentials

6.1.3 Financial Proposal

Bidders must submit:

- Submit the financial proposal separately from the technical proposal, using the prescribed schedule and one stated currency.
- Quote an all-inclusive professional fee for the full assignment through March 2027, based on the proposed level of effort and minimum on-site commitment.
- Provide the daily rate, estimated person-days, phase subtotal, reimbursable expenses, applicable taxes, and total evaluated price.
- Include all professional time, preparation, facilitation, coaching, meetings, reporting, communications, local travel to the duty station, equipment, insurance, overheads, and administrative costs unless a cost is expressly identified as reimbursable.
- State assumptions, exclusions, payment milestones, price validity of at least 120 days, and confirmation that no additional charge will apply without prior written approval by CWS.

6.2 Evaluation Model: 70/30 Technical and Financial

Evaluation will be conducted in three sequential stages: (1) mandatory administrative compliance on a pass/fail basis; (2) technical evaluation out of 70 points; and (3) financial evaluation out of 30 points. Only proposals that pass every mandatory requirement and achieve at least 49 out of 70 technical points will have their financial proposals opened and scored.

6.2.1 Evaluation Principles

Proposals will be assessed for responsiveness, compliance, Scrum Master competence, coaching approach, technical merit, commercial competitiveness, value for money, delivery risk, and ability to support effective Scrum delivery through March 2027. CWS may request clarifications, conduct reference checks, verify certifications, and undertake due diligence before award.

6.2.2 Administrative Compliance Review

Before technical scoring, CWS will review each proposal for completeness, eligibility, signed submission documents, legal and tax documentation where applicable, recognized Scrum Master certification, conflict-of-interest disclosures, sanctions screening, and acceptance of key tender terms. Proposals that fail mandatory requirements may be rejected without technical or financial scoring.

No.	Compliance Requirement	Description	Mandatory	Bidder Response	Comments
1	Complete proposal	All technical, financial, and supporting documents submitted.	Yes		
2	Signed submission	Proposal signed by the consultant or authorized representative.	Yes		
3	Legal and tax status	Applicable registration and valid tax compliance documentation.	Yes		
4	Scrum Master certification	Valid CSM, PSM, PMI-ACP, SAFe Scrum Master, or equivalent certification.	Yes		
5	Required experience	Evidence of software delivery and Scrum Master experience meeting the RFP requirements.	Yes		
6	Conflict of interest	Signed declaration confirming no conflict or fully disclosing any conflict.	Yes		
7	Sanctions screening	Consultant or firm is not listed on applicable sanctions or debarment lists.	Yes		
8	Availability	Commitment to at least 10 on-site hours per week and availability through March 2027.	Yes		

6.3 Scoring Scale

For each technical criterion, evaluators will assign a percentage of the available points using the following anchors: 100% = excellent, comprehensive, specific, well evidenced, and very low delivery risk; 80% = good, fully responsive, and adequately evidenced; 60% = satisfactory, generally responsive but with minor gaps; 40% = weak, partially responsive, or insufficiently evidenced; 20% = poor, materially deficient, or high risk; 0% = not addressed, non-responsive, or unsupported. The criterion score equals the applicable percentage multiplied by the criterion's maximum points. Evaluators shall record a brief evidence-based justification for each score.

6.4 Scoring Matrix

6.4.1 Technical Evaluation Scoring Matrix – Scrum Master Consultancy (70 Points)

Minimum Technical Threshold: 49/70 (70%)

No.	Technical Evaluation Criteria	Score Allocation (Points)	Means of Verification
1	Relevant Scrum Master / Agile Delivery Experience	15	CV, consultant profile, project references, completion certificates, recommendation letters, contracts, and evidence of Scrum Master roles.
	Minimum 8 years' experience managing or facilitating software development and implementation projects using Agile/Scrum methodologies.		
2	Experience Delivering Comparable Digital Platform Enhancements	15	Detailed project descriptions, case studies, implementation reports, client references, acceptance/sign-off documents, screenshots or demonstrations.
	Demonstrated experience coordinating development, enhancement, or implementation of case management, client-facing, service-delivery, or similar enterprise software platforms.		
3	Requirements Management, Stakeholder Engagement & Product Backlog Management	10	Sample BRDs/FRDs, stakeholder engagement plans, requirements traceability matrices, governance structures, references from similar assignments.
	Ability to bridge business and technical teams, facilitate requirements gathering, prioritize backlog items, establish traceability, and coordinate governance processes.		
4	Agile/Scrum Facilitation and Delivery Management Approach	10	Agile certifications, methodology description, sprint artifacts, project plans, delivery reports, client testimonials.
	Demonstrated capability to facilitate sprint planning, backlog refinement, reviews, retrospectives, dependency management, and delivery tracking across cross-functional teams.		
5	Security, Privacy, Risk and Compliance Knowledge	8	Certifications, risk registers, compliance documentation, audit reports, security project references, client attestations.
	Experience supporting projects involving sensitive/PII data and knowledge of security-by-design, privacy-by-design, risk management, and compliance frameworks including NIST 800-53 principles.		
6	Experience in UAT, Training, Change Management and Operational Readiness	6	UAT plans/reports, training materials, change management plans, implementation and handover documentation.
	Experience coordinating user acceptance testing, stakeholder training, change management, implementation readiness, and handover activities.		

7	Proposed Methodology, Work Plan and Understanding of the Assignment	6	Technical proposal, work plan, implementation methodology, risk management approach, communication plan.
	Quality, practicality, and completeness of the proposed approach for delivering the consultancy and supporting the March 2027 target.		
Total Technical Score		70	

Technical Qualification Threshold: Bidders must achieve a minimum score of **49 out of 70 points (70%)** to be considered technically responsive and proceed to financial evaluation. This matrix is aligned with the Scrum Master role requirements outlined in the ToR, including Agile/Scrum leadership, stakeholder coordination, backlog management, delivery oversight, UAT coordination, security/compliance awareness, and change management.

6.4.2 Financial Evaluation (30 Points)

Financial Criterion	Evaluation Method	Points
Total evaluated price	The total all-inclusive proposal price, excluding VAT but including all other costs required to perform the assignment, will be used for comparison. The lowest evaluated responsive price receives 30 points. Each other qualifying proposal receives: $\text{Lowest Evaluated Price} \div \text{Bidder's Evaluated Price} \times 30$.	30
Total Financial Score		30

Financial evaluation rules: CWS will correct arithmetic errors in accordance with the tender instructions and may clarify, but not permit a bidder to materially revise, its price. VAT will be excluded from price comparison because its treatment may differ by bidder; statutory withholding will be applied at payment as required by law. A financial proposal may be rejected if it is incomplete, conditional, materially inconsistent with the technical proposal, omits required costs, or is abnormally low without a satisfactory written explanation.

6.4.3 Combined Evaluation

Component	Weight
Technical Score	70%
Financial Score	30%
Total	100%

Final Evaluated Score = Technical Score out of 70 + Financial Score out of 30.

Award Recommendation: The proposal with the highest final evaluated score may be recommended for award, subject to successful due diligence, fair and reasonable pricing, acceptance of contract terms, and confirmation that the bidder can meet CWS delivery requirements. **Tie-Breaker:** If two or more proposals receive the same final score, CWS may prioritize the bidder with the higher technical score, stronger Scrum Master qualifications and certification, more relevant coaching experience, stronger references, or lower total evaluated cost.

Grounds for Disqualification or Rejection: CWS may reject proposals that are late, incomplete, materially non-responsive, unsupported by required evidence, commercially unclear, lacking a valid required Scrum Master certification, subject to conflict of interest, affected by misrepresentation, or failing mandatory eligibility requirements.

7. Tender Basis:

- All offers shall be made in accordance with these instructions, and all documents requested shall be furnished, including any required (but not limited to) supplier-specific information,

technical specifications, drawings, bill of quantities, and/or delivery schedule. If any requested document is not furnished, a reason shall be given for its omission in an exception sheet.

- b) Any requests for clarification regarding the project that is not addressed in written documents shall be presented to Church World Service in writing. An answer to any question raised in writing by any bidder shall be issued to that bidder. In some cases, Church World Service reserves the right to issue clarifications to all bidders. It is a condition of this tender that no clarification shall be deemed to supersede, contradict, add to or detract from the conditions hereof, unless made in writing as an Addendum to Tender and signed by Church World Service or its designated representative.

7.1 Supplier Eligibility

Suppliers may not apply, and shall be rejected as ineligible, if they:

- i. Are not registered companies.
- ii. Are insolvent, under business rescue, under liquidation, or in the process of being liquidated.
- iii. Have been convicted of illegal/corrupt activities, and/or unprofessional conduct.
- iv. Have been guilty of grave professional misconduct.
- v. Have not fulfilled obligations related to payment of social security and taxes.
- vi. Are guilty of serious misinterpretation in supplying information.
- vii. Are in violation of the policies outlined in Church World Service Anti Bribery or Anti-Corruption Statement
- viii. Suppliers (or suppliers' principals) are on any list of sanctioned parties issued by; or are presently excluded or disqualified from participation in this transaction by:
 - a. The United States Government or
 - b. the United Kingdom,
 - c. the European Union,
 - d. the United Nations,
 - e. other national governments,
 - f. or public international organizations.
- ix. Additional eligibility criteria, if applicable, are stated in section 3.2 of this tender package.

7.2 Response Documents

Bidders can either utilize the response documents contained in this tender package to submit their offer or they can submit an offer in their own format as long as it contains all the required documents and information specified by this tender.

7.3 Acceptance of Successful Response

Documentation submitted by bidders shall be verified by Church World Service. The winning bidder shall be required to sign a contract for the stated, agreed upon amount.

Church World Service will investigate allegations fully and will take appropriate action. Any company, or individual that participates in any of the above prohibited conduct, will have its actions reported to the appropriate authorities, shall be investigated fully, will have its offer rejected and/or contract terminated, and will not be eligible for future contracts with Church World Service. Employees participating in such conduct will have his/her employment terminated.

Violations will also be reported to Church World Service' donors, who may also choose to investigate and debar or suspend companies and their owners from receiving any contract that is funded in part by the donor, whether the contract is with Church World Service or any other entity.

Failure to comply with any of the above requirements will justify rejection of the proposal. Church World Service reserves the right to negotiate with any bidder or other firm in any manner deemed to be in the best interest of the organization. Church World Service also reserves the right to negotiate and award separate or multiple contracts for the elements covered by this tender, and to



modify or exclude any considerations, information or requirements at any stage of the procurement process.

Vendors shall provide all requisite information and clearly and concisely respond to all points set out in this tender. Please present submissions and proposals accordingly and sequentially. Offers that do not fully and comprehensively address the tender shall be rejected. Kindly note that unnecessary brochures or unsolicited materials are not encouraged. Proposals should be effectively prepared and organized according to the guidelines provided.

The normal terms of payment of Church World Service are within 30 days of satisfactory delivery of goods or services and documents in apparent good order. Bidders should therefore clearly specify in their offers the payment terms being offered, if different from these.

8. Criteria & Submittals

8.1 Contract Terms

Church World Service intends to issue a consultancy contract to one qualified individual consultant or consulting firm for Scrum Master services supporting the Applicant Platform Enhancement initiative. The successful bidder shall adhere to the approved work plan, Scrum coaching and facilitation responsibilities, agreed deliverables, on-site commitment, professional fees, and the terms and conditions of the resulting contract.

8.2 Specific Eligibility Criteria

Eligibility criteria shall be met and the corresponding supporting documents listed below under "Tender Submittals" shall be submitted with offers. Bidders who do not submit these documents may be disqualified from any further technical or financial evaluation.

8.3 Eligibility Criteria:

- a) Legal business registration or equivalent individual consultant documentation.
- b) Valid tax registration and tax compliance documentation, where applicable.
- c) Bachelor's degree in information technology, Computer Science, Business Analysis, Project Management, Information Systems, or related fields.
- d) Current recognized Scrum Master certification.
- e) Evidence of at least eight years' software development and implementation experience, including substantial Scrum Master experience.
- f) Evidence of capability to coach cross-functional teams, support Product Owners, facilitate Scrum events, remove impediments, and report Agile delivery metrics.
- g) Commitment to the minimum on-site presence and assignment duration.

8.4 Tender Submittals

Documents and required information listed in tender submittals are necessary in order to support the eligibility criteria and to conduct technical evaluations of received offers (and due diligence). While absence of these documents and/or information does not denote mandatory disqualification of suppliers, the lack of these items has the potential to severely and negatively impact the technical evaluation of an offer

8.5 Mandatory Requirements

Only firms meeting all that eligibility Requirements listed above shall proceed for further evaluation. Church World Service prefers certified copies of required documents either by the issuing body or firm or commissioner of oaths.

8.6 Price Offer:

The price offer shall support best-value evaluation and negotiation before award. Bidders shall provide an all-inclusive professional fee schedule showing fees by phase and deliverable, proposed



personnel, daily or hourly rates, estimated level of effort, on-site costs, reimbursable expenses, taxes, assumptions, payment milestones, and optional services. No profit, fees, taxes, or additional costs may be added after contract signing unless expressly agreed in writing by CWS.

Bidders shall state VAT, customs duties, applicable taxes, levies and fees separately, where applicable.

Financial Proposal Schedule – Scrum Master Consultancy							
No.	Phase and Priceable Output	Unit	Estimated Person-Days	Daily Rate	Professional Fee	Reimbursable Expenses	Phase Total
1	Mobilization, inception report, work plan, Scrum maturity assessment, team charter, working agreements, Definition of Ready, and Definition of Done	Person-day					
2	Product and backlog readiness: workshops, backlog refinement, roadmap, user stories, acceptance criteria, and requirements traceability	Person-day					
3	Sprint delivery facilitation and coaching: Scrum events, Product Owner coaching, impediment management, metrics, retrospectives, and monthly reporting	Person-day					
4	Testing and operational readiness coordination: security, UAT, defects, training, change management, release readiness, and signoffs	Person-day					
5	Go-live, hyper care coordination, Scrum sustainability handover, and post-implementation review	Person-day					
Total evaluated price, exclusive of VAT							
VAT, if applicable							
Total contract price, inclusive of VAT							

Commercial Information	Bidder Response
Proposal currency	
Price validity, minimum 120 days	
Total proposed person-days	
Minimum on-site hours per week	
Proposed payment schedule linked to accepted outputs	
Reimbursable expenses requested and basis	
Assumptions or exclusions	
Confirmation that rates include overheads, insurance, equipment, communications, preparation, reporting, and local duty-station travel	Yes / No

9. Currency

Offers shall be submitted in the currency specified by CWS in the tender instructions. Where bidders quote in more than one currency, the applicable currency, exchange assumptions, billing currency, and price validity period must be clearly stated.

Payments shall be made in the currency in which the order was issued.

10. Payment Structure (Indicative)

Payments shall be made within 30 days after receipt of a correct invoice and written acceptance of the applicable milestone by the designated Product Owner and Regional Information Technology Director. The percentages below apply to the total contract price exclusive of VAT. Statutory deductions shall be applied as required by law. No advance payment will be made, and participation in Scrum events alone does not constitute an accepted deliverable.

Milestone	Payment Trigger and Required Evidence	Payment
1. Inception and Scrum Enablement	Written acceptance of the inception report, approved work plan and schedule, stakeholder engagement plan, Scrum maturity assessment, governance framework, team charter, working agreements, Definition of Ready, and Definition of Done.	10%
2. Product and Backlog Readiness	Written acceptance of facilitated requirements outputs, prioritized product backlog, release roadmap, user stories and acceptance criteria, and requirements traceability arrangements.	15%
3. Sprint Delivery and Coaching	Paid in equal monthly instalments against approved monthly Scrum Master reports demonstrating completed ceremonies, Product Owner and team coaching, updated impediment, risk and dependency registers, agreed delivery metrics, retrospective actions, stakeholder decisions, and satisfactory performance against the approved work plan.	35%
4. Testing and Operational Readiness	Written acceptance of coordination records and approved status reports for security testing, UAT, defect resolution, training, change management, release preparedness, operational readiness, and required signoffs.	20%
5. Go-Live and Handover	Written acceptance of the go-live readiness package, implementation and hyper care coordination outputs, completed handover documentation, Scrum sustainability and coaching transfer plan, post-implementation review report, and closure of agreed critical actions.	20%
Total		100%

Milestone Acceptance Criteria

The table below summarizes the minimum conditions for milestone acceptance. All outputs must be complete, internally consistent, submitted in agreed editable and final formats, supported by verifiable evidence, and approved in writing by the designated Product Owner and Regional Information Technology Director. Deficient outputs must be corrected and resubmitted at no additional cost.

Milestone	Summary Acceptance Criteria	Minimum Evidence	Approval
1. Inception and Scrum Enablement	Scope, governance, roles, schedule, risks, quality controls, Scrum baseline, working agreements, Definition of Ready, and Definition of Done are complete, measurable, and agreed.	Approved inception report and work plan; stakeholder and governance plans; maturity assessment; endorsed team charter, working agreements, Definition of Ready, and Definition of Done.	Written joint approval.
2. Product and Backlog Readiness	Requirements are validated, prioritized, testable, and traceable; the backlog is sufficiently refined; and the release roadmap is feasible and aligned to March 2027.	Workshop records; approved requirements; traceability matrix; prioritized backlog; release roadmap; user stories, acceptance criteria, and stakeholder validation.	Written joint approval.
3. Sprint Delivery and Coaching	Scrum events and coaching are completed; impediments, risks, dependencies, decisions, and retrospective actions are current; and team-level metrics show progress against sprint and release goals.	Approved monthly report; ceremony records; sprint goals; current delivery logs; team metrics; retrospective tracker; and leadership update records.	Written monthly joint acceptance.
4. Testing and Operational Readiness	Security, UAT, defects, training, change, release, and operational-readiness activities are evidenced; critical issues are resolved or formally excepted; and readiness actions have owners and dates.	Security reports; UAT plan and results; defect tracker; sign-offs or approved exceptions; training evidence; change records; and operational-readiness assessment.	Written joint approval.
5. Go-Live and Handover	Go-live readiness is approved; implementation and hypercare are completed; current documentation and ownership are transferred; critical actions are closed; and sustainable Scrum delivery is enabled.	Implementation and rollback plans; go-live checklist; approvals and exceptions; hypercare closure; runbooks and access confirmation; ownership transfer; sustainability plan; and post-implementation review.	Final written joint approval.

Milestone administration: Each invoice shall identify the milestone, contract number, approved deliverables, applicable percentage, period covered, amount exclusive of VAT, VAT where applicable, and net amount payable after statutory deductions. CWS may withhold the disputed portion of a milestone payment where outputs are incomplete or materially deficient, while processing any undisputed accepted portion. Rejected outputs shall be corrected and resubmitted at no additional cost. Payment does not waive CWS rights relating to defects, confidentiality, data protection, audit, recovery of overpayments, or other contractual remedies.

10.1 Tender Evaluation (Trade-Off Selection Method)

Based on the above submittals, a Church World Service (CWS) Evaluation Committee will conduct a tender evaluation process. Church World Service reserves the right to accept or reject any or all

proposals, and to accept the offer(s) deemed to be in the best interest of CWS. CWS will not be responsible for or pay for any expenses or losses which may be incurred by any bidder in the preparation of their tender.

Evaluations shall be conducted as described in the following subsections:

a) Scoring Evaluation Trade-Off Method

i. Trade-Off Method

Church World Service Evaluation Committee will conduct a technical evaluation which will grade technical criteria (each criteria is given a percentage, all together equaling 100%). Bidder's proposals shall consist of all required technical submittals so that Church World Service committee can thoroughly evaluate the technical criteria listed herein and assign points based on the strength of a technical submission.

ii. Award criteria

Shall be based on the proposal's overall "value for money" (quality, cost, delivery time, etc.) while taking into consideration donor and internal requirements and regulations. Each individual criterion has been assigned marks (percentage) prior to the release of this tender based on its importance to Church World Service in this process.

iii. Bidder(s) with the best score shall be accepted as the winning bidder(s), assuming the price is deemed fair and reasonable and subject to the additional due diligence in section 6.5.b.

iv. The evaluation shall be carried out in three stages: completeness and eligibility review for mandatory requirements, technical evaluation, and financial evaluation. Technical evaluation shall carry 70% and financial evaluation shall carry 30%. Only firms meeting all mandatory requirements shall proceed to technical evaluation. Firms scoring at least 50 out of 70 in the technical evaluation shall proceed to financial evaluation.

b) Additional Due Diligence

Upon completion of both the technical and financial evaluations, Church World Service reserves the right to engage in additional due diligence processes with a particular supplier or supplier(s). The purpose of these processes is to ensure that Church World Service engages with reputable, ethical, responsible Suppliers with solid financials and the ability to fulfill the contract. Additional due diligence may take the form of the following processes (though it is not limited to):

i. Reference Checks

- Supplier's facility visits
- Analysis of audited financial statements
- Determination of relations and affiliations between bidders
- Other appropriate documented methods, giving Church World Service increased confidence in the supplier's ability to perform.

ii. Offer Form

Bidders shall submit their own independent offer including at least (but not limited to):

- All documents requested in the "Eligibility Criteria" section of this Tender Package
- All documents requested in the "Tender Submittals" section of this Tender Package
- All information listed in the "Documents Comprising the Proposal" section below All offers shall be duly signed (including position and full name of the signer) and stamped, with the date of completion.

iii. Documents Comprising the Proposal

The following information shall be included in the offer of any potential bidder:

- a) Table of contents with numbers where specific documents are found
- b) Cover Letter explaining interest in being a contracted vendor or supplier, and the details of the Proposal. The content of the cover letter shall include the following information:
 - i. A detailed specification of the offered goods, services and/or works (Proposal)
 - ii. Warranty (if necessary and appropriate)
- c) Delivery time
- d) Price validity date (for this purpose and as stated in the advertisement, quote given shall remain unchanged for 120 working days)

- e) A Price Offer detailing the unit price only, using the Price Offer Sheet template provided in section 6
- f) Completed and signed Church World Service Vendor Registration Form (template provided in section 6)
- g) Other important documents bidder feels need to be attached to support their proposal
- iv. The original proposal should be **signed by the bidder or a person or persons duly authorized to bind the bidder to the contract**. Financial offer pages of the proposal shall be initialed by the person or person signing the proposal and stamped with the company seal.
- v. Any interlineations, erasures, or overwriting shall be valid only if they are initialed by the person or person signing the proposal.

11.Submission

Bids shall be submitted through the Coupa Supplier portal:

https://supplier.coupahost.com/quotes/public_events?customer=cwsglobal&company_name=Church+World+Service

11.1 Proposal Submission Requirements

- a. Proposal documents shall be submitted through the designated procurement portal and clearly labeled in accordance with the submission instructions.
- b. The proposal shall include a detailed Scope of Work and Technical Approach outlining the services, deliverables, methodologies, governance structure, performance management approach, and support model to be provided under the engagement.
- b) The proposed **Scrum Master** shall demonstrate access to the tools, resources, systems, and organizational support necessary to effectively perform Scrum Master responsibilities and facilitate successful service delivery. The bidder shall provide evidence of suitably qualified and professionally trained personnel capable of supporting Agile delivery, stakeholder engagement, risk management, issue resolution, performance reporting, and continuous improvement activities.
- c) The proposal shall clearly describe the Scrum Master delivery approach, communication framework, governance processes, escalation procedures, and mechanisms for managing priorities, dependencies, and stakeholder expectations.

11.2 Minimum Qualifications of the Scrum Master

The successful bidder shall propose a qualified **Scrum Master** to support the needs of CWS Africa. The proposed Scrum Master shall meet the following minimum qualifications:

- a. Provide a company profile and organizational structure, including reporting lines and governance arrangements supporting the engagement.
- b. Submit evidence of relevant Scrum Master certifications, Agile certifications, project management qualifications, or other recognized professional credentials relevant to the services being provided.
- b) Provide details of similar assignments successfully delivered, including client references and examples of engagements involving Agile delivery, service management, stakeholder coordination, organizational transformation, or continuous improvement initiatives.
- c) Demonstrate practical knowledge and experience in:
 - Agile and Scrum frameworks.
 - Service delivery management.
 - Stakeholder engagement and facilitation.
 - Risk, issue, and dependency management.
 - Governance and performance management.
 - Continuous improvement methodologies.
 - Change management and organizational adoption practices.
- d) Provide a proposed governance, communication, and escalation model, including stakeholder interaction protocols and issue resolution procedures.

- e) Demonstrate the ability to:
 - Facilitate Agile ceremonies and service review meetings.
 - Coordinate cross-functional teams and stakeholders.
 - Provide timely reporting and performance insights.
 - Maintain action logs, risk registers, and improvement backlogs.
 - Identify and implement continuous improvement opportunities.
 - Monitor and track delivery outcomes against agreed objectives and performance indicators.
- f) Demonstrate strong leadership, communication, coaching, and facilitation skills with the ability to foster collaboration, transparency, accountability, and continuous improvement across teams and stakeholders.

11.3 Personnel Requirements

The Consultant shall assign a qualified Scrum Master / Project Manager to provide dedicated services to CWS Africa throughout the duration of the Applicant Platform Enhancement project.

The designated Scrum Master shall:

- Lead Agile/Scrum ceremonies, including sprint planning, daily stand-ups, sprint reviews, and retrospectives.
- Facilitate collaboration between Program teams, Information Technology, development teams, and other project stakeholders.
- Support backlog management, prioritization, sprint planning, and delivery tracking.
- Remove impediments affecting project progress and promote continuous improvement within the project team.
- Monitor project risks, dependencies, issues, and action items, ensuring timely escalation and resolution.
- Support stakeholder communication, governance reporting, User Acceptance Testing (UAT), change management, and implementation readiness activities.
- Ensure project documentation is maintained, current, and aligned with project governance requirements.

In addition, the Consultant shall designate a Senior Project Lead or Principal Consultant to provide executive oversight, quality assurance, and strategic guidance throughout the engagement, ensuring delivery standards, project objectives, and contractual obligations are achieved.

11.4 Service Delivery Requirements

The Scrum Master Consultant shall ensure consistent project coordination and stakeholder engagement across all required CWS Africa locations and project teams. The Consultant shall facilitate effective communication, collaboration, and Agile delivery practices among Programs, Information Technology, software development teams, and other project stakeholders.

The Scrum Master shall also ensure that:

- Agile/Scrum ceremonies are conducted effectively and on schedule, including sprint planning, daily stand-ups, sprint reviews, backlog refinement sessions, and retrospectives.
- Project activities, dependencies, risks, and impediments are identified, tracked, escalated, and addressed in a timely manner.
- Stakeholder communications, project updates, and governance reporting are managed efficiently through both in-person and virtual channels.
- User Acceptance Testing (UAT), training, implementation readiness, and operational handover activities are coordinated and tracked to completion.
- Project documentation, action logs, decision registers, sprint artifacts, and governance records are maintained in an accurate and timely manner.

- Collaboration tools, project management platforms, and reporting mechanisms are utilized effectively to support transparent and efficient project delivery.
- Critical project issues and delivery risks are escalated promptly to the Product Owner, Technical Lead, and designated governance bodies as appropriate.

The Consultant shall maintain regular availability during agreed working hours and ensure adequate support throughout the project lifecycle to facilitate successful delivery of the Applicant Platform Enhancement initiative.

11.5 Staffing and Capacity

Scrum Master and Delivery Capacity

The appointed Scrum Master shall possess demonstrated experience managing and coordinating complex software development, digital transformation, or platform enhancement projects using Agile, Scrum, or hybrid delivery methodologies. The Scrum Master shall be responsible for facilitating Agile delivery, removing impediments, coordinating stakeholders, promoting effective collaboration, and ensuring adherence to agreed project objectives, governance requirements, and delivery timelines.

The Consultant shall assign dedicated or priority resources to support CWS Africa throughout the engagement. Resources may include personnel assigned to the project on a full-time or part-time basis, supported by subject matter experts, business analysts, Agile coaches, change management specialists, or other relevant specialists from the Consultant's broader organization as required.

The Consultant shall maintain sufficient capacity and continuity of resources to ensure:

- Timely delivery of project milestones and deliverables.
- Effective stakeholder engagement and communication.
- Continuity of project knowledge and decision-making.
- Consistent support throughout the project lifecycle.
- Effective management of risks, issues, dependencies, and project impediments.
- Successful coordination of User Acceptance Testing (UAT), training, implementation, and operational readiness activities.

Key personnel, including the Scrum Master, shall remain assigned to the project for its duration unless replacement is approved in writing by CWS Africa. Any replacement resource shall possess qualifications, experience, and competency that are equal to or greater than those of the individual being replaced and shall be subject to CWS Africa's review and approval.

The Consultant shall ensure that assigned personnel have the necessary expertise, availability, and authority to support project delivery and facilitate successful collaboration between Program teams, Information Technology, software development teams, vendors, and project governance stakeholders throughout the Applicant Platform Enhancement Project.

11.6 Availability and Emergency Support

The Scrum Master Consultant shall provide services during normal working days and be available outside standard business hours, including weekends and public holidays, when required to support critical project activities, deployments, testing, issue resolution, or go-live events.

The Scrum Master shall ensure:

- Availability to support critical project milestones, sprint releases, User Acceptance Testing (UAT), implementation activities, and production go-live periods.
- Timely coordination and escalation of project risks, impediments, and critical issues that may impact project delivery timelines or quality objectives.

- Availability during weekends and public holidays for planned implementations, major releases, or other approved project activities requiring stakeholder coordination.
- Maintenance of clear communication channels with the Product Owner, Technical Lead, project team members, and governance stakeholders.
- Prompt facilitation of issue resolution and decision-making processes to minimize disruption to project delivery.
- Continuous monitoring of project progress and readiness during critical deployment and stabilization periods.

Where critical production issues arise following implementation, the Scrum Master shall coordinate the appropriate stakeholders and facilitate resolution efforts until the issue is adequately addressed and normal project operations are restored.

11.7 Priority Service Delivery

CWS Africa's Applicant Platform Enhancement Project shall be accorded the highest priority by the Consultant. The Scrum Master shall ensure that commitments to other clients or engagements do not delay, impede, or compromise the timely delivery of project objectives, deliverables, and stakeholder support requirements.

The Scrum Master shall:

- Prioritize project activities, stakeholder engagements, and delivery commitments necessary to achieve agreed project milestones and implementation timelines.
- Ensure timely coordination and communication between Programs, Information Technology, software development teams, vendors, and governance stakeholders.
- Facilitate rapid identification, escalation, and resolution of project impediments, risks, dependencies, and issues that may impact delivery.
- Maintain responsiveness to project-related requests, decisions, and stakeholder concerns to support efficient project execution.
- Support critical activities including requirements workshops, sprint planning, User Acceptance Testing (UAT), release readiness assessments, training, implementation, and post-go-live stabilization.
- Ensure project governance, reporting, and documentation activities are completed in a timely manner and remain aligned with approved project schedules.

Given the strategic importance of the Applicant Platform Enhancement initiative, the Scrum Master shall demonstrate proactive engagement, effective stakeholder management, and timely communication to ensure successful project delivery and achievement of the target operational date.

11.8 Advisory Role and Continuous Improvement

The Scrum Master Consultant shall operate as a trusted advisor to CWS Africa, providing strategic leadership, Agile coaching, stakeholder guidance, and delivery oversight to ensure the Applicant Platform Enhancement Project achieves its business objectives, delivers maximum value to stakeholders, and supports continuous improvement throughout the project lifecycle.

The Scrum Master shall act as a facilitator, servant leader, and coach to project teams and stakeholders, proactively identifying opportunities, risks, dependencies, impediments, and process improvements that support successful project execution and long-term operational sustainability.

The Scrum Master shall provide strategic recommendations and guidance on:

- Agile, Scrum, and hybrid project delivery best practices.
- Product backlog management, prioritization, and value-driven delivery.
- Stakeholder engagement, collaboration, and governance processes.

- Program and Information Technology alignment throughout the project lifecycle.
- Requirements management, sprint planning, release planning, and delivery roadmaps.
- Change management, user adoption, training, and organizational readiness initiatives.
- Risk identification, mitigation strategies, and dependency management.
- Continuous improvement opportunities within project delivery, governance, and stakeholder engagement processes.
- Project scalability, sustainability, and operational readiness planning.
- Quality management, testing readiness, and implementation preparedness.

As part of the advisory function, the Scrum Master shall continuously assess project performance and delivery effectiveness and provide leadership with actionable recommendations aimed at improving efficiency, stakeholder satisfaction, delivery predictability, and overall project outcomes.

The Scrum Master shall also support:

- Executive and operational project reporting.
- Sprint performance analysis and delivery metrics.
- Risk, issue, dependency, and action tracking.
- Stakeholder engagement and communication effectiveness assessments.
- User Acceptance Testing (UAT) readiness and progress monitoring.
- Change management and adoption tracking.
- Identification and resolution of process inefficiencies and delivery bottlenecks.
- Benchmarking project practices against Agile, Scrum, and industry best practices.
- Development and maintenance of continuous improvement plans and project maturity recommendations.
- Facilitation of project reviews, retrospectives, governance meetings, and strategic planning sessions.

The Scrum Master shall work collaboratively with CWS Africa stakeholders, Program teams, Information Technology teams, software development teams, and project governance bodies to ensure the Applicant Platform Enhancement Project remains aligned with business objectives, delivery priorities, quality standards, security requirements, and the target operational timeline.

12. Performance Evaluations and Review

The Scrum Master Consultant shall periodically engage with CWS Africa to discuss matters affecting project delivery, review performance against agreed objectives, and identify opportunities for continuous improvement to enhance project outcomes, stakeholder satisfaction, and delivery effectiveness.

The Scrum Master shall arrange regular review meetings with CWS Africa stakeholders, as operationally feasible, to provide updates on:

- Project progress against approved timelines and milestones.
- Sprint performance, velocity, and delivery metrics.
- Product backlog status and prioritization.
- Risks, issues, dependencies, and mitigation activities.
- User Acceptance Testing (UAT) readiness and outcomes.
- Stakeholder engagement and communication effectiveness.
- Change management, training, and user adoption progress.
- Project governance actions, decisions, and escalation items.
- Implementation, readiness and operational preparedness.

Any other developments that may impact on project delivery, quality, timelines, budget, or stakeholder expectations.

The Scrum Master shall promptly inform CWS Africa of any significant developments that may affect project execution, including:

- Emerging project risks or critical issues.
- Resource constraints impacting delivery timelines.
- Changes in business requirements or project scope.
- Technical challenges, dependencies, or integration concerns.
- Delays affecting sprint commitments, releases, or implementation milestones.
- Governance decisions requiring stakeholder approval or escalation.
- Quality concerns arising from testing, defect management, or implementation readiness activities.
- Organizational changes that may impact project priorities, stakeholder engagement, or user adoption.

The Scrum Master shall facilitate regular retrospectives, lessons-learned sessions, and continuous improvement activities to ensure project teams and stakeholders identify and implement opportunities to improve collaboration, delivery efficiency, quality, and overall project performance throughout the project lifecycle.

13. Microsoft Scrum Masters Service Provider(s)' Quality Control

The Scrum Master Consultant shall maintain a continuous performance review and improvement framework throughout the Applicant Platform Enhancement Project. The Scrum Master shall work closely with CWS Africa stakeholders to evaluate project delivery effectiveness, stakeholder satisfaction, team performance, and progress toward agreed project objectives.

The Scrum Master shall facilitate periodic review meetings with CWS Africa stakeholders to:

- Review project performance against agreed milestones, deliverables, and timelines.
- Assess sprint outcomes, delivery commitments, and overall project progress.
- Review backlog priorities, delivery forecasts, and upcoming releases.
- Evaluate project risks, dependencies, impediments, and mitigation actions.
- Monitor User Acceptance Testing (UAT), training, implementation readiness, and operational preparedness.

Review stakeholder engagement, communication effectiveness, and change management activities. Identify opportunities for continuous improvement in project delivery, governance, and stakeholder collaboration.

The Scrum Master shall ensure regular reporting and visibility regarding:

- Sprint progress and delivery metrics.
- Project milestone achievement.
- Risk, issue, and dependency status.
- Resource utilization and capacity concerns.
- Escalations requiring leadership intervention or governance decisions.
- Quality assurance, testing outcomes, and implementation readiness.
- Stakeholder feedback and adoption readiness indicators.

The Scrum Master shall promptly communicate any significant developments that may affect project delivery, including:

- Emerging risks or critical project issues.
- Scope changes or new business requirements.
- Resource constraints or capability gaps.



- Technical dependencies impacting project timelines.
- Delays affecting sprint commitments, releases, or go-live activities.
- Quality concerns identified during development, testing, or implementation.
- Governance matters requiring escalation or approval.

As part of the Agile delivery approach, the Scrum Master shall facilitate regular retrospectives, lessons learned sessions, and continuous improvement initiatives to enhance team effectiveness, stakeholder collaboration, delivery predictability, and overall project success.

The Scrum Master shall act as a servant leader and trusted advisor, promoting Agile best practices, transparency, accountability, and continuous improvement throughout the project lifecycle to ensure successful delivery of the Applicant Platform Enhancement Project.

14. The KPIs and Contract Overview

The appointed Scrum Master shall possess demonstrated experience managing and coordinating complex software development, digital transformation, or platform enhancement projects using Agile, Scrum, or hybrid delivery methodologies. The Scrum Master shall be responsible for facilitating Agile delivery, removing impediments, coordinating stakeholders, promoting effective collaboration, and ensuring adherence to agreed project objectives, governance requirements, and delivery timelines.

The Consultant shall assign dedicated or priority resources to support CWS Africa throughout the engagement. Resources may include personnel assigned to the project on a full-time or part-time basis, supported by subject matter experts, business analysts, Agile coaches, change management specialists, or other relevant specialists from the Consultant's broader organization as required.

The Consultant shall maintain sufficient capacity and continuity of resources to ensure:

- Timely delivery of project milestones and deliverables.
- Effective stakeholder engagement and communication.
- Continuity of project knowledge and decision-making.
- Consistent support throughout the project lifecycle.
- Effective management of risks, issues, dependencies, and project impediments.
- Successful coordination of User Acceptance Testing (UAT), training, implementation, and operational readiness activities.

Key personnel, including the Scrum Master, shall remain assigned to the project for its duration unless replacement is approved in writing by CWS Africa. Any replacement resource shall possess qualifications, experience, and competency that are equal to or greater than those of the individual being replaced and shall be subject to CWS Africa's review and approval.

The Consultant shall ensure that assigned personnel have the necessary expertise, availability, and authority to support project delivery and facilitate successful collaboration between Program teams, Information Technology, software development teams, vendors, and project governance stakeholders throughout the Applicant Platform Enhancement Project.

15. Contract Duration

- Initial term: [Insert e.g., 2 years]
- Renewable based on performance

16. Submission Deadline

- September 10, 2026.
- 10.00 AM
- Coupa Procurement Portal

17. Tax Safeguards for Individual Consultants

The Service Provider, Consultant, or Bidder shall comply with all applicable tax laws, regulations, and requirements of the Republic of Kenya, including requirements issued by the Kenya Revenue Authority (KRA). All pricing, invoicing, and payment documentation shall accurately reflect applicable taxes, deductions, and statutory obligations and shall include, where applicable:

- Valid KRA Personal Identification Number (PIN).
- Valid Tax Compliance Certificate (TCC).
- Applicable VAT registration status.
- eTIMS-compliant tax invoices where required.
- Applicable withholding tax obligations.
- Clear disclosure of professional fees, reimbursable expenses, VAT, withholding tax, statutory deductions, and any other applicable taxes or charges.

For individual consultants, CWS Africa shall deduct and remit withholding tax in accordance with the Income Tax Act of Kenya and any subsequent amendments, regulations, or guidance issued by the Kenya Revenue Authority. Any withholding tax deducted at source shall be reflected on payment remittances and supporting tax documentation provided to the consultant.

The Consultant acknowledges and agrees that:

- CWS Africa may deduct withholding tax and any other statutory deductions required by Kenyan law before payment is made.
- The consultant remains responsible for declaring and accounting for all income earned under the contract and for meeting any personal tax obligations arising from such income.
- Payments shall be made net of applicable withholding tax deductions where mandated by law.
- Any changes in tax legislation, withholding tax rates, or KRA requirements during the contract period shall automatically apply without requiring amendment to the contract.

CWS Africa shall not be responsible for:

- Taxes, penalties, interest, or liabilities arising from the consultant's failure to comply with Kenyan tax laws.
- Additional taxes or charges not expressly disclosed in the contract.
- Exchange rate losses, bank charges, consultant registration fees, licensing costs, or other costs not included in the approved contract value.

CWS Africa reserves the right to:

- Verify the tax compliance status of any consultant or bidder.
- Reject invoices that are inaccurate, unsupported, non-compliant, duplicated, or inconsistent with the agreed fee schedule.
- Suspend payment until required tax and compliance documentation has been provided.
- Deduct and remit taxes as required under Kenyan law and provide evidence of such remittance upon request.

The Consultant shall indemnify and hold harmless CWS Africa against any claims, penalties, assessments, or liabilities arising from the Consultant's failure to comply with applicable tax, regulatory, or statutory requirements.

18. Data protection, confidentiality, and information security

The Service Provider shall comply with the Kenya Data Protection Act, 2019, applicable regulations, CWS confidentiality requirements, and any other applicable privacy, cybersecurity, and information security obligations. The Service Provider shall process any CWS information only for the agreed contractual purpose, apply appropriate technical and organizational safeguards, restrict access to authorized personnel, notify CWS promptly of any suspected or confirmed data breach or unauthorized



disclosure, and shall not transfer, disclose, sell, mine, or reuse CWS data without prior written authorization. Where the Service Provider acts as a data processor, it shall execute any data processing agreement required by CWS and provide evidence of applicable data protection registration or compliance status where legally required.

19. Attachments to the Tender Package

The annexes listed below form part of this tender document.

- Annex 1: Vendor Information Form
- Annex 2: Church World Service Terms & Conditions
- Annex 3: Non-Disclosure Agreement (NDA)
- Annex 4: Supplier Code of Conduct
- Annex 5: Conflict of Interest Form
- Annex 6: Technical Evaluation Criteria
- Annex 7: Financial Evaluation Criteria

Section 1 – Business Details

1. Business Name _____
2. Physical Address _____
3. Mailing Address _____
Email Address _____
4. Telephone Number (s) _____
5. Primary Contact _____
6. Title/Designation _____
7. Secondary Contact _____
8. Title/Designation _____

Section 2 – Registration Details

- a. Registered Name _____
- b. Type of Registration _____
(Private company, close corporation, partnership, sole proprietorship, non-profit company, or other)
- c. SARS Tax Number / VAT Number _____
- d. Company Officers _____

Section 3 – Goods / Services Provided

1. Is the business a manufacturer, trader/distributor, or service provider?
2. What is the main line of goods or services provided?
3. Do you wish to be considered a vendor for any other goods or services? If so, please explain.

Section 4 – Payment Terms & Method

Church World Service prefers a minimum of 30 days' credit from the date of invoice and electronic payment. Please state the credit period and preferred payment method if different from the above.

Section 5-Bank Details

Account Name	
Bank Name	
Bank branch	
Account Number	
Currency	
Branch Code	
Swift Code	

Please note that it is against Church World Service policies for staff to ask for favors of any kind from vendors. It is also against our procurement policies for any vendor to pay in cash or in kind for any favors.



Vendors are responsible for maintaining secure banking and communication controls. Church World Service shall not be liable for payments misdirected due to compromise of the vendor's systems or communications.

For this tender, vendors shall also confirm controls for protecting traveler and approved migrant personal information, including secure handling of passports, visas, manifests, payment information, special assistance needs, and other sensitive records, and shall identify the officer responsible for privacy and information security compliance.

Name of vendor's authorized official: _____

Signature: _____

Date completed: _____

Section 6: Supplier Code of Conduct Acknowledgment

This form is to be completed by any supplier, contractor or service provider who wishes to supply goods or services to Church World Service. The officer completing the form should be a senior manager authorized to sign or act on behalf of the company.

Introduction

Church World Service policies do not allow the awarding of supply or service contracts to be based on or influenced by:

1. Personal or family relationships between the intended supplier/contractor and any Church World Service staff member.
2. Monetary or material incentive of any kind, e. g gifts, kickbacks, bribes, commission, etc.

In addition, Church World Service management should immediately be informed if any Church World Service staff member has approached any potential supplier, contractor or service provider offering to influence the award of a supply or service contract.

Please fill in all the applicable blanks in the form below.

We, _____, hereby confirm that:

Please tick the applicable box below.

None of our staff has any personal or family relationship with any staff member of Church World Service; or
We are aware of a relationship between one or more of our staff members and staff of Church World Service, which is fully explained as follows:

In addition to the confirmation above, we also confirm that we have not and will not attempt to influence any staff member of Church World Service regarding the awarding of any supply or service contract.

☐ Confirmed

Or

☐ Not confirmed

We commit to complying with the CWS Supplier Code of Conduct.

Supplier Code of Conduct, that:

We must be able to demonstrate compliance with the Church World Service Supplier Code of Conduct. This includes documented evidence and the right of Church World Service or a designated firm to conduct audits. Audits include facility inspections, review of supplier records of business practices and conducting employee interviews.

- i. The highest standard of integrity is expected in all our business deals. All forms of corruption, extortion, bribery (including facilitation payments), and embezzlement are prohibited and may result in immediate termination and legal action:
- ii. Suppliers will not offer or provide money or anything of value to any person if the circumstances indicate that it is probable that all or part of the money or other thing of value is being given to another individual or entity to influence official action or to obtain a business advantage.
- iii. Suppliers are expected to understand relevant Church World Service gift and hospitality policies before offering or providing Church World Service personnel with any gift and/or business entertainment. Gifts or entertainment should never be offered to Church World Service personnel or representatives under circumstances that create the appearance of impropriety.



- iv. Suppliers must comply with all applicable trade control laws and regulations in the import, export, re-export or transfer of goods and services (including software and technology). All invoices and any customs or similar documentation submitted to Church World Service or governmental authorities in connection with transactions involving Church World Service must accurately describe the goods and services provided and the price thereof.
 - v. Suppliers shall not share or exchange any prices, costs or other competitive information, or undertaking of any collusive conduct with any other third party to Church World Service with respect to any proposed, pending, or current Church World Service procurement.
 - vi. Suppliers will use only subcontractors or other third parties who comply with all applicable laws and regulations, and who adhere to the same (minimum) standards set forth in this guide.
 - vii. Church World Service may conduct annual compliance surveys to confirm compliance with this Supplier Code of Conduct. However, Church World Service expects that suppliers will actively audit and monitor their day-to-day management processes with respect to the Church World Service Code of Conduct and provide evidence to Church World Service upon request.
- 3) Finally, we confirm that should any staff member of Church World Service offer us assistance in obtaining the award of any supply or service contract, we will immediately inform senior management of Church World Service.

Affix Company Stamp Below

Submitted by: Name: _____

Position: _____

Annex 2: Church World Service Terms and Conditions

1. **Defined Terms.** Each of the following terms has been used more repeatedly in this document: Authorized Representative, Contract Number, Delivery Date, Delivery Location, Delivery Terms, Donor Terms, Goods, Packing Requirements, Pricing, and Specifications. Other terms are defined as specified throughout this Agreement.
2. **Purchase and Sale of Goods.** Supplier will sell to Church World Service, and Church World Service will purchase and pay for, the Goods in accordance with the terms and conditions set forth in this Agreement.
3. **Specifications.** The Goods must strictly comply with or exceed the Specifications. No deviation, substitution or change is permitted without Church World Service' prior written consent.
4. **Purchase Order Amendments.** Church World Service may suspend Supplier's performance, increase or decrease the ordered quantities, or make changes for Church World Service' reasonable business needs by written notice to Supplier (each, a "Purchase Order Amendment"). Unless mutually agreed, a Purchase Order Amendment does not apply to change the Goods timely and fully delivered and accepted before the date of the Purchase Order Amendment. If any change causes an increase or decrease in the cost of, or the time required for, Supplier's performance, an equitable adjustment may be made in the price or delivery schedule or both, if such adjustment is set forth in a Purchase Order Amendment signed by the Authorized Representative.
5. **Inspection, Acceptance and Rejection.**
 - a. All Goods will be subject to Church World Service' inspection and testing, at any time and place, including the period of manufacture/production/creation and before final acceptance. If Church World Service inspects or tests at Supplier's premises, Supplier, without additional charge, will provide all reasonable facilities and assistance for the safety and convenience of Church World Service' inspectors. No inspection or testing done or not done before final inspection and acceptance will relieve Supplier from responsibility for defects or for other failure to meet the requirements of this Agreement. Notwithstanding any prior inspections or payments made, all Goods will be subject to final inspection and acceptance at the Delivery Location within a reasonable time after delivery (but in no event, less than five business days after the date of delivery).
 - b. Acceptance will occur only when the Authorized Representative delivers written, signed notice of acceptance to Supplier in the form of a goods received notice ("GRN") and such notice has been signed by Supplier's representative. The GRN must include: (1) the GRN number; (2) the Contract number; (3) a description of the Goods; (4) the quantity delivered; (5) final inspection date and location; (6) quantity accepted; and (7) quantity rejected or over-shipped.
 - c. If any delivery, documentation or the Goods delivered do not comply with all of the terms and conditions of this Agreement, Church World Service may do one or more of the following: (1) reject such nonconforming Goods, accept conforming Goods and reduce the purchase price by such amount as Church World Service determines in good faith reflects the value to Church World Service of the accepted Goods, (2) accept such nonconforming Goods and reduce the purchase price by such amount as Church World Service determines in good faith reflects the reduced value to Church World Service of such nonconforming Goods; (3) reject all Goods; and/or (4) terminate this Agreement without any further obligation on Church World Service' part.
 - d. If any Goods are finally accepted, Church World Service will only pay for the quantity accepted up to the quantity specified in this Agreement. Church World Service will in no event pay for quantity above the amount provided for in this Agreement or accepted. Church World Service or its agent will hold overshipments and non-conforming shipments at Supplier's risk and expense for a reasonable time awaiting Supplier's instructions. Supplier will bear the expense of return charges, storage charges and other expenses for over-shipped quantities and Goods not accepted.
6. **Packing.** All Goods will be prepared for shipping and delivery and will be shipped in accordance with the Packing Requirements. Price based on weight will include net weight only. Supplier will not charge Church World Service for packaging or pre-shipping costs, such as boxing, crating, handling damage, drayage, or storage. Supplier will mark all containers with necessary handling and shipping information, Contract Number, date of shipment, and names of the consignee and consignor. A packing list, and other

documentation required for domestic or international transit, regulatory clearance or identification of the Goods will accompany each shipment.

7. Transportation, Shipment and Delivery. Shipment/transportation will be in accordance with the Delivery Terms, Delivery Date, and Delivery Location. Church World Service will not be charged for shipping, delivery, loading or unloading costs unless otherwise specified in the Delivery Terms.
8. Risk of Loss. Supplier will bear all risk of loss, damage, or destruction to the Goods, in whole or in part, occurring before final acceptance by Church World Service at the Delivery Location; provided, Church World Service is responsible for any loss caused by its gross negligence.
9. Taxes, Duties and Expenses.
 - a. All taxes, duties and other governmental charges with respect to the manufacture/production/creation of the Goods and the delivery of the Goods to Church World Service in accordance with this Agreement will be the liability of, and borne solely by, Supplier. If the law requires Church World Service to withhold taxes from payments to Supplier, Church World Service may withhold those taxes and pay them to the appropriate taxing authority. Church World Service will deliver to Supplier an official notice for such taxes. Church World Service will use reasonable efforts to minimize any taxes withheld to the extent allowed by law.
 - b. Supplier is responsible for all expenses incurred by it in performing under this Agreement.
10. Invoicing and Payment.
 - a. Church World Service will have no obligation to make any payment to Supplier with respect to the Goods until final acceptance in accordance with Section 4(b) and delivery of an invoice that fully complies with the requirements specified in this Agreement. Invoices may only be submitted after Supplier receives a GRN. Invoices must be submitted within 60 days of Supplier's acceptance of a GRN. Church World Service will have no obligation to pay an invoice submitted after 60 days or to pay an invoice amount that Church World Service disputes in a written notice to Supplier. Each invoice must contain or attach the following:
 - i. a copy of the signed GRN;
 - ii. supplier's name and address;
 - iii. description of the Goods delivered, delivery date, quantity, unit price and total price to be paid;
 - iv. all information necessary for Church World Service to implement payment (e.g., name of representative to address payment to, address, bank account information as applicable for the method of payment);
 - v. the Contract Number;
 - vi. packing slip number;
 - vii. taxes and duties (only if payable by Church World Service per the terms of this Agreement);
 - viii. delivery Location and Delivery Date; and (9) any other information reasonably required by Church World Service. Invoices will only be deemed received on the date they are delivered to the Authorized Representative and in full compliance with the requirements herein.
 - b. Church World Service will make payment within 30 days of receipt of Supplier's fully conforming invoice. Payment of an invoice will not constitute acceptance of Goods, and is subject to adjustment for errors, shortages, defects or other failure of Supplier to meet the requirements of this Agreement. Church World Service may set-off amounts owed to Church World Service against an amount Church World Service owes to Supplier or Supplier's affiliated companies, and Church World Service will provide notice to Supplier within a reasonable time after the setoff.
11. Representations, Warranties and Additional Covenants. Supplier represents and warrants to Church World Service and covenants with Church World Service as follows:
 - a. Supplier has full rights and authority to enter into and perform its obligations under this Agreement. Supplier's performance will not violate any agreement or obligation between Supplier and any third party.

- b. The Goods and all documentation required will meet each of the standards and specifications set forth in this Agreement. The Goods are merchantable and fit for their intended purpose, comply with all applicable law and are free from all defects in material and workmanship.
 - c. Supplier will deliver good and marketable title to the Goods free and clear of all liens, claims, encumbrances and interests of any other person, entity or government. The Goods will not infringe on any patent, copyright, trademark, trade secret or other proprietary right of any third party.
 - d. Supplier will comply with all applicable law, regulations and rules in the performance of its obligations under this Agreement.
 - e. Supplier has not, and will not, engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism, including those individuals or entities that appear on the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury (<http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx>) or the United Nations Security designation list (http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
 - f. Supplier will comply with and train its employees in all applicable laws against bribery, corruption, inaccurate books and records, inadequate internal controls and money-laundering, including the U.S. Foreign Corrupt Practices Act and the UK Bribery Act. Supplier has not and will not offer or give any employee, agent, or representative of Church World Service anything of value to secure any business from Church World Service or influence such person to alter the terms, conditions, or performance of any contract with or purchase order from Church World Service, including but not limited to this Agreement.
 - g. Supplier does not own, directly or indirectly, any other company that was competing for award of this Agreement. Supplier did not seek or obtain confidential information related to the award of this Agreement from any Church World Service employee, agent or representative. Supplier did not collude or conspire with any other individual or entity to limit competition for the award of this Agreement, to set prices being offered or in any other way to interfere with free and open competition.
 - h. Supplier is not owned in whole or in part, directly or indirectly, by any immediate or extended family member of any Church World Service employee, agent or representative, or, if so owned, Supplier fully disclosed such relationship and any potential conflict of interest has been waived by Church World Service.
 - i. Supplier shall be compliant with the CWS Child Safeguarding and Anti Human Trafficking policies.
 - j. Supplier is not the subject of any governmental or donor investigation and has not been debarred or suspended by any government, governmental agency or donor.
12. Confidentiality. Supplier will maintain the confidentiality of:
- i. any information Church World Service provides to Supplier that Church World Service identifies as confidential;
 - ii. the terms and conditions of this Agreement; and
 - iii. non-public information regarding Church World Service' policies and practices.
- Upon Church World Service' request, Supplier will return to Church World Service all confidential information provided by Church World Service to Supplier. This confidentiality obligation will survive final acceptance of the Goods, payment of the purchase price and termination of this Agreement.
13. Indemnification. Supplier will indemnify Church World Service and each of its officers, directors, employees, representatives and agents (each, an "Indemnitee"), and hold them harmless from, any and all losses, claims, damages, liabilities, any government or donor investigations, fines or penalties and related expenses (including incidental and consequential damages and reasonable attorneys' fees, whether incurred at the investigative, trial or appellate level or otherwise) incurred by any Indemnitee or asserted against any Indemnitee by any third party or by Supplier arising out of, in connection with, or as a result of this Agreement, any failure by Supplier to fully perform its obligations under this Agreement or any breach by Supplier of any of its representations and warranties under this Agreement, provided that such indemnity will not, as to any Indemnitee, be available to the extent that such losses, claims, damages, liabilities or related expenses resulted from the gross negligence or wilful

misconduct of such Indemnatee. This indemnity obligation will survive final acceptance of the Goods, payment of the purchase price and termination of this Agreement.

14. Termination and Remedies. This Agreement may be terminated under the following circumstances:

- a) by both Parties on mutual written agreement of the Parties;
- b) by Church World Service immediately upon written notice in the event Church World Service' donor(s) terminates or withdraws funding that Church World Service would use to pay Contractor under this Agreement;
- c) by either Party due to the non-terminating Party's breach of this Agreement and failure to correct such breach within 15 days' prior notice of such breach;
- d) by either Party upon written notice if a force majeure event, including any not reasonably foreseeable war, insurrection, change in law or government action or inaction, strike, natural disaster or similar event, prevents the terminating Party from being able to fulfil its obligations under this Agreement; or
- e) by Church World Service immediately upon written notice if Church World Service using its sole discretion determines that Contractor has or will breach any of its warranties, covenants or representations in this Agreement, in which case Church World Service may withhold any and all amounts owed to Contractor until such breach is remedied. In the event termination is due to Church World Service' breach of this Agreement, by Church World Service for Church World Service convenience, due to force majeure event, or due to loss of funding, Church World Service shall be obligated to pay Contractor for its reasonable, pro-rated costs of work completed and expenses properly incurred prior to termination.
- f) If Church World Service determines that Supplier has or will breach any of its warranties, covenants or representations in this Agreement, Church World Service may, in addition to any other remedies for such breach available at law or in equity, (i) terminate this Agreement; (ii) reject any Goods delivered; (iii) return any Goods already accepted and obtain full repayment for any amount paid for such Goods; (iv) if Supplier breaches Section 10(j), withhold payment until such investigation, suspension or debarment is lifted; and (v) if Supplier breaches any of Section 10(e), (f), (g), (h) or (i), not pay for any Goods that have been accepted but that have been consumed or otherwise cannot be returned to Supplier and report the breach to Church World Service donors and appropriate governmental authorities.

15. Dispute Resolution. Any unresolved dispute or claim will be settled by arbitration administered by the International Centre for Dispute Resolution in accordance with its International Arbitration Rules.

("INTERNATIONAL DISPUTE RESOLUTION PROCEDURES") The number of arbitrators will be one.

The place of arbitration will be Johannesburg, South Africa. The language of arbitration will be English.

16. Access to Books and Records. Church World Service, its donors (including, if applicable, PRM and the Comptroller General of the United States) and any of their respective representatives will have access to any books, documents, papers and records of Supplier that are directly pertinent to this Agreement for the purpose of making audits, examinations, excerpts and transcriptions.

17. Additional Donor Terms and Conditions. The Donor Terms (if any) are incorporated in this Agreement by reference and are fully binding on Supplier and Church World Service. In the event of a conflict between the Donor Terms and this Agreement or any other document between Supplier and Church World Service, the Donor Terms will prevail.

18. Miscellaneous.

- a. This Agreement and the rights and obligations of the parties hereto will be governed by and construed in accordance with the laws of South Africa, without regard to conflict of laws provisions.
- b. No right or obligation under this Agreement (including the right to receive monies due) will be assigned without the prior written consent of Church World Service. Any assignment without such consent will be void. Church World Service may assign its rights under this Agreement.
- c. All notices provided for herein will be in writing and will be delivered by hand or overnight courier service, email or fax in accordance with each party's contact information. Notices will be deemed to have been given when received, provided that notices sent by email or fax will be deemed



received when sent (except that, if not sent during normal business hours for the recipient, will be deemed received at the opening of business on the next business day for the recipient).

- d. Time is of the essence of each and every obligation of Supplier under this Agreement.
- e. If any provision of this Agreement is prohibited by or invalid under applicable law, such provision will be ineffective only to the extent of such prohibition or invalidity without invalidating the remainder of such provision or any remaining provisions of this Agreement.
- f. Except as otherwise provided above, this Agreement may be amended or modified only by a written document signed by both parties. This Agreement constitutes the entire contract between the parties relating to the subject matter hereof and supersedes any and all previous agreements and understandings, oral or written, relating to the subject matter hereof.

Signed:

(Being duly authorized official to sign on behalf of the Bidder)

Name: _____

Designation: _____

Organization: _____

Date: _____

Annex 3: Non-Disclosure Agreement (NDA)

Our Ref: CWS/IT/= /001FY26

Date: _____

Procurement Unit, CWS Africa

Nairobi, Kenya.

Dear Sir,

RE: CONFIDENTIALITY & NON-DISCLOSURE UNDERTAKING.

We refer to the above matter and to the tender for Supply, renewal, provisioning, administration support, and advisory services for Scrum Master, reference number CWS/IT/-==/001FY26

We acknowledge that during the course of provision of services, we shall have access to and be entrusted with confidential information. In this letter, Confidential Information shall mean all information or material that has or could have commercial value or other utility in the business or prospective business of Church World Service. Confidential Information also includes all information of which unauthorized disclosure could be detrimental to the interests of Church World Service, whether or not such information is identified as Confidential Information by Church World Service.

In consideration of you making Confidential Information available to us, we hereby irrevocably and unconditionally undertake to you:

1. That we shall hold in confidence any and all Confidential Information disclosed, and further agree not to disclose Confidential Information to third parties or to otherwise use Confidential Information, except with the express written consent from yourselves or as permitted under paragraph 3 below. That we shall use the Confidential Information solely for the provision of air travel ticketing and associated services and not for any other purpose.
2. That this undertaking shall not prohibit disclosure of Confidential Information;
 - 2.1. To our **Staff/Partners/Directors/Agents** who need to know such Confidential Information to assist with the Implementation. To this end, we shall endeavor to ensure that such **Staff/Partners/Directors/Agents** have been specifically informed of the confidentiality of the Confidential Information and have agreed to be bound by the terms of this undertaking or have entered into an agreement of similar scope and obligations with ourselves to protect our proprietary and/or the confidential information.
 - 2.2. To the extent that such disclosure is required to be disclosed pursuant to law, court order or any requirement by any regulatory authority. In this regard, we shall promptly give notice to yourselves and provide you with sufficient time to assert any exclusions or privileges that may be available by law.
3. That upon termination of the cooperation between the parties and/or at your request, we hereby agree and undertake to return to yourselves any written information and all materials which contain and/or constitute part of the Confidential Information, and not to keep any copy thereof.
4. That this undertaking shall not apply to Confidential Information which:
 - 4.1. Is in the public domain as of the effective date of this undertaking, or legitimately comes into the public domain through no fault of ours.
 - 4.2. Is demonstrated to have been known to us prior to the date of this undertaking and was not acquired, directly or indirectly, from yourselves or from a third party under a continuing obligation of confidentiality.
 - 4.3. Is demonstrated to have been rightfully received by us after disclosure under this undertaking from a third party who did not require the same to hold it in confidence or limit its use, and who did not acquire it, directly or indirectly, from yourselves under a continuing obligation of confidentiality.
 - 4.4. Is demonstrated to have been independently developed by our personnel who had no substantive knowledge of any information provided by yourselves.
5. That we acknowledge that the Confidential Information will not form a basis of any contract between ourselves and yourselves.



6. That we warrant that we are acting as Principal in this matter, and not as agent or broker for any person, company or firm.
7. That no failure or delay by you in exercising any right, power or privilege under this undertaking shall operate as a waiver thereof, nor shall single or partial exercise thereof or the exercise of any other right, power or privilege.
8. That by issuing this undertaking, we shall be deemed not only to have accepted and confirmed the foregoing undertaking, terms and conditions as set forth hereinabove but also to have acknowledged and confirmed that we are solely liable and responsible for full compliance with the said undertaking, terms and conditions.
9. That this Undertaking shall be governed and construed in accordance with the laws of South Africa and any dispute arising from it shall be subject to the jurisdiction of the South African courts.

Yours Faithfully,

Signed:
(Being duly authorized official to sign on behalf of the Bidder)

Name: _____

Designation: _____

Organization: _____

Date: _____

Annex 4: Supplier Code of Conduct

1. Introduction

Suppliers, contractors, and service providers (“Suppliers”) are expected to uphold the highest standards of ethical conduct, integrity, and accountability in all business interactions.

This Supplier Code of Conduct reflects a commitment to prevent:

- Sexual exploitation and abuse (SEA)
- Fraud and corruption
- Abuse of power
- Harassment and discrimination
- Unethical business practices

These standards are aligned with international humanitarian and development principles.

2. Purpose

The purpose of this Code is to:

- Promote ethical and responsible business practices across the supply chain
- Protect individuals and communities from abuse and exploitation
- Ensure transparency, fairness, and accountability in procurement and service delivery
- Provide clear behavioral expectations for all Suppliers

This Code serves as a mandatory requirement for all Suppliers doing business with the organization.

3. Scope

This Code applies to:

- All Suppliers, vendors, contractors, and subcontractors
- Supplier employees, agents, and representatives
- Any third party involved in the delivery of goods or services

Suppliers must also ensure that their own supply chain complies with these principles where applicable.

4. Supplier Standards of Conduct

1.1 Human Rights and Respect

Suppliers shall:

- Respect and uphold fundamental human rights without discrimination
- Treat all individuals with dignity, fairness, and respect
- Ensure their operations do not cause harm to communities or vulnerable populations
- Comply with applicable international laws, standards, and local regulations

1.2 Prevention of Sexual Exploitation and Abuse (SEA)

Suppliers must strictly prohibit:

- Any form of sexual exploitation or abuse, which is considered gross misconduct
- Sexual activity with people under 18 years of age
- Exchange of goods, services, employment, or assistance for sexual favors
- Exploitation of vulnerable individuals or abuse of unequal power dynamics

Suppliers are expected to:

- Maintain a zero-tolerance approach to SEA
- Report any suspected violations immediately
- Promote a safe environment that prevents exploitation and abuse

1.3 Child Protection and Safeguarding

Suppliers shall maintain a child-safe environment across all operations, personnel, subcontractors, and service delivery activities.

- Prohibit all forms of violence, abuse, neglect, exploitation, and harmful conduct involving children.
- Apply safe recruitment, supervision, and conduct standards for personnel who may interact with children.
- Immediately report child safeguarding concerns through designated reporting channels and protect children and reporters from retaliation.

1.4 Harassment, Discrimination, and Workplace Behavior

Suppliers shall:

- Prohibit all forms of harassment, bullying, and discrimination
- Maintain workplaces free from offensive, humiliating, or abusive conduct
- Promote inclusion, respect, and dignity
- Take appropriate disciplinary action against violations

1.5 **Fraud, Corruption, and Integrity**

Suppliers must adhere to a zero-tolerance policy toward fraud and corruption.

Suppliers shall:

- Never engage in bribery, kickbacks, or improper financial gain
- Ensure transparency in all financial transactions
- Avoid falsification of records or documents
- Protect confidential information
- Maintain accurate financial and operational records

1.6 **Ethical Business Practices**

Suppliers shall:

- Operate with honesty, transparency, and fairness
- Declare conflicts of interest (e.g., relationships with staff or decision-makers)
- Not offer or accept gifts that improperly influence decisions
- Avoid unethical profit-sharing arrangements
- Ensure fair competition in procurement processes

1.7 **Labor Standards**

Suppliers must:

- Prohibit child labor, forced labor, and exploitative labor practices
- Ensure safe and healthy working conditions
- Comply with local labor laws and international standards
- Pay fair wages and applicable taxes

1.8 **Environmental Responsibility**

Suppliers shall:

- Minimize environmental impact in operations
- Ensure goods are produced ethically and responsibly
- Avoid supplying unsafe or harmful products

1.9 **Security and Safety**

Suppliers must:

- Provide safe working environments
- Ensure compliance with applicable safety and security regulations
- Prohibit handling weapons or unsafe practices during service delivery

5. **Reporting and Compliance**

Suppliers must report suspected misconduct, unethical behavior, safeguarding concerns, or violations immediately through designated reporting channels: Fraud@cwsafrica.org and must cooperate fully with any review, audit, or investigation.

- Report concerns promptly using the organization's designated reporting channels or other approved contractual reporting mechanisms.
- Preserve relevant records and provide timely information requested for investigations or compliance reviews.
- Maintain confidentiality and prohibit retaliation against whistleblowers, affected persons, witnesses, or anyone raising a concern in good faith.

Failure to comply with this Code may result in:

- Contract termination
- Disqualification from future business
- Legal action, where applicable

6. **Supplier Acknowledgment and Commitment**

By signing the Supplier Code of Conduct (SCC), the Supplier formally acknowledges and agrees to comply with the standards and requirements set forth herein.

The Supplier shall:



- Review and understand this Code and ensure alignment with all applicable requirements.
- Confirm compliance with this Code as a condition of doing business and maintain compliance throughout the contractual relationship.
- Ensure employees, agents, affiliates, and subcontractors are informed of, trained on, and comply with this Code.
- Implement appropriate policies, procedures, monitoring, and oversight mechanisms to ensure ongoing adherence.
- Cooperate with audits, assessments, or investigations and provide evidence of compliance upon request.
- Accept accountability for non-compliance, including corrective action, suspension, contract termination, or disqualification from future business.

7. **Continuous Improvement**

Suppliers are encouraged to:

- Develop systems to ensure ongoing compliance
- Train employees on ethical conduct
- Strengthen internal controls and accountability mechanisms.

8. **Authorized Signatory**

Supplier Name: _____

Authorized Representative: _____

Title: _____

Signature: _____

Date: _____



Annex 5: Supplier Conflict of Interest Declaration Form

Section 1: Declaration of Conflict of Interest

I/We, the undersigned, declare that:

1. Conflict of Interest

- a. Neither the company nor its employees, agents, or representatives have any personal or financial interest that could improperly influence, or be perceived to influence, the procurement process with Church World Service.

2. Relationships with CWS Staff

- a. No employee, director, or representative of our company has a close family relationship (spouse, parent, child, sibling) or financial partnership with any CWS staff involved in procurement or contract administration.

1. Gifts and Benefits

- a. We have not offered, and will not offer, any gifts, favors, or benefits to CWS staff that could be construed as an attempt to influence procurement decisions.

2. Disclosure Obligation

- a. If any situation arises that may constitute a conflict of interest during the course of our engagement, we will immediately disclose it in writing to CWS.

Section 2: Supplier Confirmation

I/We certify that the information provided above is true and complete to the best of our knowledge.

Authorized Representative Name: _____

Title/Position: _____

Signature: _____

Date: _____

Company Name: _____

Annex 6: Technical Evaluation Criteria

Technical Evaluation Scoring Matrix – Scrum Master Consultancy (70 Points)

Minimum Technical Threshold: 49/70 (70%)

No.	Technical Evaluation Criteria	Score Allocation (Points)	Means of Verification
1	Relevant Scrum Master / Agile Delivery Experience	15	CV, consultant profile, project references, completion certificates, recommendation letters, contracts, and evidence of Scrum Master roles.
	Minimum 8 years' experience managing or facilitating software development and implementation projects using Agile/Scrum methodologies.		
2	Experience Delivering Comparable Digital Platform Enhancements	15	Detailed project descriptions, case studies, implementation reports, client references, acceptance/sign-off documents, screenshots or demonstrations.
	Demonstrated experience coordinating development, enhancement, or implementation of case management, client-facing, service-delivery, or similar enterprise software platforms.		
3	Requirements Management, Stakeholder Engagement & Product Backlog Management	10	Sample BRDs/FRDs, stakeholder engagement plans, requirements traceability matrices, governance structures, references from similar assignments.
	Ability to bridge business and technical teams, facilitate requirements gathering, prioritize backlog items, establish traceability, and coordinate governance processes.		
4	Agile/Scrum Facilitation and Delivery Management Approach	10	Agile certifications, methodology description, sprint artifacts, project plans, delivery reports, client testimonials.
	Demonstrated capability to facilitate sprint planning, backlog refinement, reviews, retrospectives, dependency management, and delivery tracking across cross-functional teams.		
5	Security, Privacy, Risk and Compliance Knowledge	8	Certifications, risk registers, compliance documentation, audit reports, security project references, client attestations.
	Experience supporting projects involving sensitive/PII data and knowledge of security-by-design, privacy-by-design, risk management, and compliance frameworks including NIST 800-53 principles.		
6	Experience in UAT, Training, Change Management and Operational Readiness	6	UAT plans/reports, training materials,

	Experience coordinating user acceptance testing, stakeholder training, change management, implementation readiness, and handover activities.		change management plans, implementation and handover documentation.
7	Proposed Methodology, Work Plan and Understanding of the Assignment	6	Technical proposal, work plan, implementation methodology, risk management approach, communication plan.
	Quality, practicality, and completeness of the proposed approach for delivering the consultancy and supporting the March 2027 target.		
	Total Technical Score	70	

Annex 7: Financial Evaluation Criteria

Financial Criterion	Evaluation Method	Points
Total evaluated price	The total all-inclusive proposal price, excluding VAT but including all other costs required to perform the assignment, will be used for comparison. The lowest evaluated responsive price receives 30 points. Each other qualifying proposal receives: $\text{Lowest Evaluated Price} \div \text{Bidder's Evaluated Price} \times 30$.	30
Total Financial Score		30