Schedule 1: MASTER SERVICES AGREEMENT
TERMS OF REFERENCE - SAI Independence

A. BACKGROUND

1. Background:

The Pacific Association of Supreme Audit Institutions (PASAI) is the official association of
supreme audit institutions (SAIs) in the Pacific region. It has a total of 27 members in three sub-
regions across the Pacific. PASAI is one of the regional organisations belonging to the
International Organization of Supreme Audit Institutions (INTOSAI).

PASAI promotes transparent, accountable, effective, and efficient use of public sector resources
in the Pacific. It contributes to that goal by helping its member SAIs improve the quality of public
sector auditing in the Pacific to recognised high standards.

2. PASAI’s Long-Term Strategy:

PASAI has a long-term strategy consisting of five strategic priorities which include:

1. Strategic Priority 1: Strengthening SAI independence

PASAI supports its member SAIs to work through a strategy to become independent and
sustainable institutions that can make a difference to the quality of the public sector governance
and service delivery for the benefit of their people. A strong independent SAI is essential for a
country’s good governance and public financial management.

2. Strategic Priority 2: Advocacy to strengthen governance, transparency, accountability
   and integrity

PASAI advocates for improved governance, transparency and accountability of countries
assisted by greater regional co-operation amongst SAIs and active engagement with
stakeholders and development partners with an interest in effective public financial management.
It achieves this by working in collaboration with others, participation in international and regional
forums and publication of resources to enable SAIs and others with interests in the effectiveness
of the public financial management cycle to also advocate for these issues.

3. Strategic Priority 3: High quality audits completed by Pacific SAIs on a timely basis

Public accounts audited in a timely manner to internationally recognised standards by competent
SAIs are fundamental to holding governments and public entities accountable through oversight
by the legislature. PASAI works in partnership with regional organisations and key stakeholders
to promote the effective preparation and scrutiny of audited financial statements of Pacific Island
governments. To achieve this, PASAI provides technical support to SAIs by delivering workshops
and regional programmes providing audit resources and engaging experts at both the SAI, sub-
regional and regional levels to strengthen SAIs ability to achieve timely and high-quality audits.

4. Strategic Priority 4: SAI capacity and capability enhanced

The ongoing capacity building of SAIs as institutions and of their staff is crucial to achieve the
transparent, accountable, effective and efficient use of public sector resource in the Pacific
region. PASAI delivers training to build and sustain public auditing capacity.

These terms of reference address needs according to Strategic Priorities 1, 2, 3 and 4.
**B. MASTER SERVICES AGREEMENT DETAILS**

**1. General Conditions**

a) This Master Services Agreement shall come into effect for a period of one year from the date of signing the agreement. It will, however, be extendable for another two years based on performance and project needs.

b) PASAI will be producing multiple reports, publications, communications, training resources, delivering workshops and offering various forms of development support during 2021–22; however, no guarantee of minimum assignments can be given in advance.

c) The Master Services Agreement will be a close-ended, multiple supplier Master Services Agreement established for PASAI to purchase services for the first year.

d) Prior to each assignment, PASAI will share a detailed Statement of Work / Specific Terms of Reference, deliverables and timeline with the relevant Master Services Agreement Supplier as per selection policy. The selection of a Master Services Agreement Supplier will be carried out through the award of a contract through the selection process as defined below in Clause h.

e) The conclusion of a Master Services Agreement shall not impose any obligation on PASAI to purchase services under any future contracts with any of the selected suppliers. The conclusion of a Master Services Agreement does not guarantee that a Master Services Agreement Supplier will be awarded a Contract.

f) PASAI expects to conclude a Master Services Agreement between six to 10 suppliers.

g) Only suppliers who were identified and shortlisted in the Master Services Agreement will be entitled to be issued contracts according to the selection criteria.

h) The criteria for issuance of Contracts, will be selected as one of the following options:

1. **Mini-competition** – This process will be used when the contractors finalised have a similar profile to each other and have performed a variety of different types of work during the lifetime of their careers. The process for carrying out a mini-competition will be communicated to the suppliers and any subsequent guidance will be provided to all suppliers.

2. **Direct Purchase** – For services which are the same or are very similar to the profile of any one of the suppliers and the work that they have performed previously for the majority of their career or the location of a particular contractor and the place of delivery of services are within close proximity.

3. **Rotational Ranking** – If all suppliers have ranked equally amongst themselves (+1%), and if the services are similar in nature, however availability of supply may vary due to location, travelling and long duration of services, then to ensure continuity of supply where one supplier is unable to satisfy all aspects then each supplier will be given a chance to work on a rotational basis. Please note, PASAI is not under any obligation to make sure all suppliers obtain an equal number of days of work under this process. The highest ranked supplier will be offered a contract first. If that bidder
C. DUTIES AND RESPONSIBILITIES

1. **Scope of Work – Introduction:**

The United Nations (UN), through its resolutions, INTOSAI and the Sustainable Development Goals (SDGs), recognised that strong and independent SAIs have a vital role to play in strengthening citizens’ trust by holding governments to account for the public funds they utilise and for the programmes they deliver.

INTOSAI is an autonomous, independent and non-political organisation. INTOSAI operates as an umbrella organisation for the external government audit community. It is a non-governmental organisation with special consultative status with the Economic and Social Council (ECOSOC) of the UN. It was developed to set standards for public sector audit, promote good governance within member nations and support SAI capacity development. INTOSAI has also developed a framework for SAIs to assess their own performance called the “The Supreme Audit Institution Performance Measurement Framework (the SAI PMF)” which is based on the International Standards for Supreme Audit Institutions (ISSAIs) and other international good practice standards for public sector auditing. The SAI PMF is used to assess both the quality of audit work and how SAIs are managed and holistically examines both the SAI’s audit and non-audit functions in relation to its legal foundation and environment, identifying interdependencies between different aspects and root causes of SAI performance, thereby providing a strong basis for comprehensively assessing the SAI’s needs, informing its strategic and capacity development planning, and enabling tracking of progress over time. More details about this framework can be found in [INTOSAI SAI Performance Measurement Framework](#).

PASAI would like to hire consultants that will use the most recent INTOSAI Performance Measurement Framework reports on each SAI within the Pacific to address weaknesses identified within a SAI.

These consultants will support SAIs in their endeavors to reach the objectives of ISSAI 12 *The Value and Benefits of Supreme Audit Institutions* – making a difference to the lives of citizens, which lays out how SAIs should work to:

- strengthen the accountability, transparency and integrity of government and public sector entities;
- demonstrate ongoing relevance to citizens, Parliament and other stakeholders; and
- be a model organisation through leading by example.

2. **Background on the Performance Measurement Framework:**

The Performance Measurement Framework is made up of a set of 25 indicators (of two to four dimensions each) for measuring SAI performance against international good practice in six domains:

1. Domain A: Independence and Legal Framework
2. Domain B: Internal Governance and Ethics
3. Domain C: Audit Quality and Reporting
5. Domain E: Human Resources and Training
6. Domain F: Communication and Stakeholder Management

This Master Services Agreement 02 will be addressing the needs identified by the SAI PMF under **Domain A: Independence and Legal Framework of a SAI.**

Each SAI’s individual needs have been identified through their assessment results. All the areas highlighted as weaknesses now inform the capacity building and development activities of PASAI. This contextual information will be shared with the selected consultants. Areas of work will be
identified according to Doman A: Independence & Legal Framework of a SAI. Prioritisation of
development areas with the PASAI and SAI management may result in the consultant working on
certain sub-areas identified. Details on the type of work involved within this domain is given below:

3. Domain A: Independence & Legal Framework of a SAI

“Domain A: Independence and Legal Framework” of the INTOSAI Performance Measurement
Framework covers the independence and legal mandate of a SAI. The purpose of the domain is to
consider the institutional legal structure available for the SAI’s operations so that an understanding
can be developed on how effectively the SAI can perform as an organisation. For example, it is
recognised that the SAI’s independence and legal framework are not directly under the control of
the SAI itself and that the legal framework is decided by other state powers. The extent of
independence granted through the established legal framework will determine the nature and
extent of support a SAI requires to bring the SAI’s situation in line with the goals of ISSAI 12.

Therefore, consultants will be hired to carry out assessments on the legislative structure of various
SAIs within the Pacific region based upon the areas identified within the Performance
Measurement Framework as follows:

- SAI-1: Independence of the SAI
- SAI-2: Mandate of the SAI

Additionally, where it has been established that a SAI does not have an independent mandate from
the Parliament/Legislature, then the consultant is expected to liaise and engage with relevant
stakeholders in order to facilitate discussions on the need for independence. These discussions
and stakeholder sessions, engagement activities should result in the appropriate changes being
made in legislation to allow the SAI to operate independently. Further details are provided below:

a) SAI-1: Independence of the SAI

ISSAI 1 (the Lima Declaration) and ISSAI 10 (the Mexico Declaration on SAI Independence) are
the main sources of best practice for this area. They state that a SAI is considered independent if it
enjoys financial and organisational independence, and that the independence of the Head of the
SAI is ensured, including security of tenure and legal immunity in the normal discharge of their
duties. Furthermore, the SAI should be free from direction or interference from the Legislature or
the Executive in the discharge of its functions, including obtaining information and reporting on its
work. These are important prerequisites for the functioning of SAIs, although the mechanisms for
execution of these functions can vary according to SAI model and country context. The consultant
will help in understanding aspects of SAI independence and wherever required, contribute towards
establishing the foundation for the SAI’s existence to be recognised in the state’s legal framework,
and the Constitution.

While the main focus of the indicator is on what is written in the legal framework, some aspects will
also relate to the implementation of the legal provisions in practice as both aspects are important
when assessing the SAI’s independence. Different SAIs within the region will be at different levels
of independence and the consultant will be asked to assist in understanding the different levels of
progress, legal mandates and benchmarks within the following key areas so as to assist PASAI to
understand further action:

- Appropriate and Effective Constitutional Framework
  The consultant will use professional judgement to determine how the SAI is described in
  the country’s constitution, that is, within laws that have sufficient protection against being
  repealed. For example, a law that can be repealed solely on a majority vote in a single
  house of the Legislature is not considered as entrenched in the legal framework. Other
  examples would be understanding the role, powers and duties of the SAI set out in
  legislation. Specifically including the appointment process, terms, and cessation of
  functions of the Head of the SAI, guarantees towards the independence of their decision-
  making powers and judicial protection towards any interference with a SAI’s independence.
Financial Independence / Autonomy
This area will consist of evaluating a SAI’s financial independence in terms of it having available necessary and reasonable resources, while being able to manage its own budgets without interference or control from the Executive, for example by hindering the disbursement of resource, is free from interference from the Legislature while clearly defining who the Legislature constitutes.

Organisational Independence / Autonomy
Evaluating how autonomous a SAI is, towards its organisational management is also required to assess its overall independence. For example, the organisation and management of their offices without interference from executive bodies, or assessing if the Head of SAI is free to independently decide on all human resource matters, including appointments of staff and establishment of their terms and conditions, constrained only by staffing and/or budgetary frameworks approved by the Legislature.

Independence of the Head of SAI and its Officials
Another fundamental area to assess SAI independence is how independent the Head of SAI is. Whether the Head of SAI’s employment conditions are set forth in the constitution and:
- if the legislation specifies the conditions for appointments, reappointments, removal of the Head of the SAI, by a process that ensures their independence;
- their removal is carried out after obtaining appropriate approvals and for a valid and just cause/impeachment;
- the Head of SAI, is given appointment terms that are sufficiently long and fixed term, to allow them to carry out their mandates without fear of retaliation, are immune to any prosecution for any act that results from the normal discharge of their duties and cannot be sued for expressing audit opinions.

b) SAI-2: Mandate of the SAI

According to the Lima Declaration, “all public financial operations, regardless of whether and how they are reflected in the national budget, shall be subject to audit by Supreme Audit Institutions”. This indicator aims to assess the operational powers vested in the SAI through each country’s legal framework and its ability to be empowered legally in establishing its role and describing the public financial operations it is responsible for auditing. To get a complete understanding of the powers vested in the SAI, its rights and obligations need to be assessed. To hold audited entities accountable and make an impact, SAIs need the power to, and be required to, report on its activities. The legal framework should ensure these rights, allowing the SAI to freely prepare, submit and publish its audit reports.

The assessment of this indicator requires examination of the legal framework and the activities of the SAI, including any occurrences of interference from the Executive during the period under review. To give details on the expected work in this area further details on how a SAI will be evaluated regarding its mandate is given below:

- **Sufficiently Broad Mandate**
  Broad Mandate – A SAI should have a broad mandate that covers the ability to audit all (or most) public financial operations. The SAI should also have the right to address the Legislature if it has concerns over the audit arrangements in place for public financial operations which are not within the mandate of the SAI. Each country’s legal framework should provide sufficient details on the SAI’s ability and rights to carry out audits. If the legal framework is silent on certain elements, the consultant should look at the activities the SAI carries out in practice to compare and evaluate the SAI’s mandate. For example, a SAI should have the ability to choose what kind of audit it will carry out and/or how it will carry out a combination of audits etc.

- **Access to Information**
  The consultant will be asked to review a particular SAI’s access to information. This would entail assessing if auditors are being provided with timely and unrestricted access to all
documents and information they might need for the proper discharge of their responsibilities.

- **Right and Obligation to Report**
  Another area which assesses a SAI's mandate is how it is reporting on its audit findings. According to ISSA1 1:16 a SAI should report the results of their audit work at least once a year and have the ability to freely decide on the content of their audit reports, and its dissemination without violating any laws on privacy and secrecy of information.

### 4. Expected Outputs and Deliverables

Assist PASAI Secretariat to provide support to complete the following deliverables:

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<thead>
<tr>
<th>No</th>
<th>Deliverable description</th>
<th>Theme of work</th>
<th>No of working days</th>
</tr>
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</table>
| 1  | Evaluation of each country’s constitution, legislation regulations, public financial management systems and processes to provide an assessment of the following:  
- Appropriate and Effective Constitutional Framework to advance SAI Independence  
- Opportunities to develop and implement processes and systems for SAIs to achieve Financial Independence/Autonomy  
- Opportunities to develop and implement processes and systems for SAIs to achieve Organisational Independence / Autonomy  
- Opportunities to amend the relevant legislation, develop and implement processes and systems for SAIs to achieve Independence of the Head of SAI and its Officials | Independence of the SAI | Up to 13 days for each SAI |
| 2  | To work with a SAI to find opportunities to amend the constitution, relevant legislation, develop and implement systems and processes to advance the following areas:  
- Sufficiently Broad Mandate  
- Access to Information  
- Right and Obligation to Report. | Mandate of the SAI | Up to seven days for each SAI |

### 5. Duration of Work – Timeframe

The envisaged timeframe and term of this Master Services Agreement is for one year. The Master Services Agreement is extendable after initial review. Assignments will vary depending on the nature and need that the specific contract is shaped to respond to.

### 6. Duty Station

This assignment's duty station will vary depending on the nature of the specific assignment and may include either in-country and/or home-based working as appropriate. Due to Covid, engagement with SAIs during home-based assignments will be via online platforms. In case of travel, PASAI will manage all relevant travel expenses (air fare, per diem and accommodation) on behalf of the consultant as per their internal travel policy. This contract does not cover any insurance costs, visa costs/facilitation, MIQ costs and/or any other costs.
7. The Consultant Profile

Under this Master Services Agreement, PASAI would like to invite candidates to apply for all of the areas detailed above. A candidate selected may then be given an assignment that could involve any of the above areas. This is to develop a pool of experienced individuals who have an understanding of legal mandates, reviewing the constitution, legislation, drafting amendments to constitution and legislation, leading public consultation on legislation and regulation amendments and its applicability in organisational settings. Such experience along with knowledge of the working environment in the Pacific region and in the context of SAIs will be an added advantage for most assignments under this Master Services Agreement.

The ideal candidate will also need to demonstrate being able to work in teams, have excellent communication skills (both written and verbal), have the ability to think creatively, have good time management skills, be outcome oriented and have commercial and business awareness.

8. Institutional Arrangement

The work will be performed under PASAI's Chief Executive's oversight, who will ensure all necessary information is provided to enable the work to be performed effectively. Day-to-day operational management of the contract and its deliverables will be managed by the responsible PASAI Secretariat team member.

D. COMPETENCIES

In addition to specific skills related to the specific work assignment the Consultant must also be able to demonstrate the following:

- Conducts themselves with integrity, impartiality and honesty
- Modelling the characteristics set out in the PASAI Code of Conduct
- Promotes the vision, mission, and strategic goals of PASAI
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Demonstrates understanding, co-operation, and co-ordination between all team members and relevant stakeholders.

E. REQUIRED SKILLS AND EXPERIENCE

Educational Qualifications:
An undergraduate degree in law and legal matters.

Experience

At least five years of experience relating to the activities that contribute towards an understanding of the role SAIs play in a jurisdiction's governance systems and the legal and governance aspects of independence of accountability institutions. Specific areas of experience being sought are:

- Experience of having worked in understanding and interpreting national legal constitutional articles and clauses.
- Experience of assessing the legislative context of a SAI within its governance and legal systems.
Ability to interpret and evaluate applicability of legal systems on the independence and governance of accountability institutions and provide advice of appropriate changes to these systems to advance SAI independence.

Ability to provide legal advice relative to required changes to the Constitution, legislation, regulations, systems and processes to advance SAI independence.

Experience reviewing legislation, drafting amendments and leading public consultations while working with the SAI to advance SAI independence.

Experience working at a senior level with governors, chief executives, and senior managers in the public sector to develop and implement changes to policies, systems and processes.

Language Requirements

Full competency in English is a requirement. Experience working in an English as a second language environment is also important.

F. EVALUATION OF CONTRACT

1. Overview

This Section contains the criteria that PASAI shall use to conclude the procurement process for the Master Services Agreement. The criteria and methodology described is to qualify suppliers and to evaluate them.

Evaluation of suppliers will be carried out based on those consultant profiles that are considered to have qualified and their submitted documents are deemed to be responsive, compliant and acceptable. After carrying out their pre-evaluation check they will then be evaluated by the Evaluation Committee based on receiving a score out of a set weighted criteria as follows:

Evaluation Criteria

- Technical Criteria (60%)
- Financial Criteria (20%)
- Interview (20%)

Where the financial criteria shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by PASAI for the assignment.

2. Technical Evaluation Method and Criteria

PASAI’s evaluation of the Technical portion of the bid will consider the following factors:

- Qualifications
- Overall work experience (candidates with relevant work experience amounting to more than five years will be given higher points)
- Specific type of work experience as listed out in detail in Section “E: Experience” above.
- Quality of proposal

The qualifying candidates will be assessed on the following basis:

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<thead>
<tr>
<th>Criteria 1</th>
<th>Qualifications</th>
<th>10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria 2</td>
<td>Number of years of relevant work experience</td>
<td>10%</td>
</tr>
<tr>
<td>Criteria 3</td>
<td>Relevant work experience</td>
<td>20%</td>
</tr>
<tr>
<td>Criteria 4</td>
<td>Quality of proposal submitted and the methodology applied to the deliverables</td>
<td>20%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60%</td>
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</tbody>
</table>
3. **Cumulative Analysis**

The process for evaluating the consultants will be carried out in three stages:

a) The Evaluation Committee will review and evaluate the Technical Proposal independent of reviewing the Financial Proposal and scoring each candidate according to the criteria set out for evaluating Technical Proposals.

b) After the Evaluation Committee has scored the Technical Proposal, independently the Financial Proposal will also be reviewed and scored.

c) After both above stages have been carried out the cumulative score of the financial and technical proposals will be aggregated and shared with the Evaluation Committee Members, to invite the top three candidates scoring the highest in the cumulative score (Technical and Financial Proposals) for an interview.

d) Those candidates who score the highest cumulatively in all three evaluation processes (Technical, Financial and Interview) will be selected to be part of the Master Services Agreement.

_in case the interview process is not satisfactory then PASAI maintains the right to invite individuals from the remaining pool of candidates._

G. **PRICE PROPOSAL AND SCHEDULE OF PAYMENTS**

1. **Pricing**

Pricing is to be provided based on a daily rate according to the template provided (refer to Schedule 5). Only fill in relevant details according to the terms of reference (TOR) of the assignment. Please note, although travel is not currently anticipated, if it becomes possible and is preferable for delivery of the required support any travel related costs not covered by PASAI should be indicated separately. These costs will be included in the evaluation of the financial offer but if travel does not take place then they will not be paid out by PASAI.

2. **Payments**

Payment will be made after the assignment deliverable/s are completed on time and to the required standard.

3. **General Notes on Financial Offer**

Once the travelling situation improves and if delivery in-country is preferrable then PASAI will communicate and inform the consultant in advance and discuss travel arrangements. In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and daily per diem will be agreed upon based on PASAI policies, between PASAI and the consultant, prior to travel and will be reimbursed. All travel arrangements will be based on standard Economy class rates covering flights and accommodation both. All visas, medical expenses, insurance costs etc will need to be managed and paid by the candidates themselves.
H. CONCLUSION OF A MASTER SERVICES AGREEMENT

1. Criteria for a Multi-Supplier Master Services Agreement:
   - PASAI is seeking to conclude Master Services Agreements with a minimum of the top two bidders, those that score the highest cumulatively in all three-evaluation criteria listed above in each area set out in the Master Services Agreement focus areas.
   - PASAI will not conclude a Master Services Agreement with a contractor if their overall score is below 70%.
   - After finalising the top bidders, PASAI will enter negotiations and in parallel carry out the due diligence of the bidders including past employment reference checks, qualification verifications, ability to travel if required, and any other security or health verification requirements. In case the bidder fails in any of these checks they will be removed from the shortlisting process and the next ranked bidder will be considered. PASAI will then conclude a Master Services Agreement with the top candidates.
   - In case of budgetary constraints and/or change in strategic direction PASAI reserves the right to conclude Master Services Agreement with the top two candidates.
   - If the number of bidders shortlisted is less than the minimum of two specified, then PASAI may decide to re-invite new bids and extend the duration of advertisement and submission of proposals.

I. DOCUMENTATION REQUIREMENTS

Documents to be Included When Submitting Proposals:

- **Schedule 3 – Response Forms**: Letter of Intent to Enter into a Master Services Agreement 02
- **Schedule 4 – Response Forms**: Technical Proposal Template
  - Bidder’s Summary Profile *(refer to Section A)*
  - Technical Proposal *(refer to Section B)*
  - Candidate’s CV *(Additional documents to be attached to Schedule 4)*
  - Attested Copies of Relevant Qualifications *(Additional documents to be attached to Schedule 4)*
- **Schedule 5 – Response Forms**: Financial Proposal Template

Interested suppliers must submit the Technical Proposal and other Documents, and the Financial Proposal in two separate PDF documents clearly marked.

Technical Proposal Details

The document titled as the “Technical Proposal” will consist of the following:

- **Domain Selection**
- **Profile Summary *(refer to Section A – Schedule 4)*** – A 500-word summary on why the candidate should be considered by PASAI and how their skills and experience contribute towards PASAI’s strategic objectives.
- **Personal CV** – Indicate all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.
- **Technical Proposal** (refer to Section B – Schedule 4) – Showcasing skills, qualifications and an explanation of previous work experience clearly split between the following sections:
  - Section 1: Relevant Qualifications and how they contribute towards the objectives of the assignment.
  - Section 2: Descriptive details on the type of work experience along with number of years of relevant experience split between each of the relevant and applicable areas as follows: *(Please note a bidder may not necessarily have experience in all the areas listed but will be selected based on the individual who has the maximum years of relevant experience in a certain area).*
    - Experience of having worked in understanding and interpreting national legal constitutional articles and clauses.
    - Experience of assessing legislative context of a SAI within its governance and legal systems.
    - Ability to interpret and evaluate applicability of legal systems on the independence and governance of accountability institutions and provide advice of appropriate changes to these systems to advance SAI independence.
    - Ability to provide legal advice relative to required changes to the Constitution, legislation, regulations, systems and processes to advance SAI independence.
    - Experience reviewing legislation, drafting amendments and leading public consultations while working with the SAI to advance SAI independence.
    - Experience working at a senior level with governors, chief executives, and senior managers in the public sector to develop and implement changes to policies, systems and processes.
  - Section 3: Overall methodology and approach towards carrying out the work.
  - Attested Copies of Qualifications – The Bidder shall provide documentary evidence to meet all educational qualifications in the form of attested degrees, certificates and/or member status.

**Financial Proposal Details**

The “Financial Proposal” will be a separate document and shall consist of the detailed breakdown of total costs/pricing related to the TORs as per template provided

**Proposal Submission**

Incomplete proposals sent to the wrong mailing address or those that are not bifurcated between the Financial and Technical proposal will not be accepted.

- Bidders applying toward this Master Services Agreement will be reviewed based on their own individual capacity.
- The successful bidders will sign off the Master Services Agreement with PASAI by indicating this within their documents submitted via Letter of Intent to Enter into a Master Services Agreement 02 – SAI Independence, using the template provided (refer to Schedule 3).
- All applications must be clearly marked with the title: “Master Services Agreement Submission 02 - SAI Independence” and submitted electronically to secretariat@pasai.org. PASAI will not accept late applications.
- For further information concerning the Terms of Reference or the need for any clarifications please contact secretariat@pasai.org.