

SCAI PPF RFP - Consolidated Responses to Bidder Questions

Category	Question	Sarona's response
Submission deadline / extension	We kindly request a 3 (three) weeks extension until 22 May 2026 for submission of proposals to allow for adequate engagement of local partners and preparation of the proposal to the quality expected by Sarona.	Sarona is unable to grant an extension to the proposal submission deadline. The procurement timeline is linked to the GCF Funding Proposal process, and Sarona must maintain the current schedule to adhere to the expected GCF timelines.
	We would like to ask about a possible 1-week extension to Friday, the 8th of May. The additional time would be greatly appreciated, as it would allow us coordinate with our teams across the countries in-scope for this tender.	Sarona is unable to grant an extension to the proposal submission deadline. The procurement timeline is linked to the GCF Funding Proposal process, and Sarona must maintain the current schedule to adhere to the expected GCF timelines.
Procurement route and GCF PPF arrangements	The invitation to the call mentions that Sarona is in the final stages of securing support through GCF's PPF. Can Sarona confirm this tender will not be launched under the existing Long-Term Agreements that the PPF providers have with GCF?	Sarona confirms that the PPF application is being pursued through the GCF PPF Funding route, not the PPF Service route. Accordingly, this tender is not being launched under the existing Long-Term Agreements between GCF and PPF service providers. For clarity, any reference in the RFP to GCF PPF service providers is an eligibility/experience reference for this procurement and does not mean that this tender is being conducted as a call-off under GCF's PPF Service arrangements.
Budget envelope, currency and financial proposal assumptions	Can Sarona please confirm whether there is a maximum budget available for this assignment?	Sarona is not in a position to provide a maximum budget for this assignment. Financial proposals will be assessed in accordance with the evaluation criteria set out in the RFP, including value for money.
	Can Sarona confirm what is the currency for submission of proposals?	Proposals should be submitted in USD.

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	<p>To ensure that the proposed level of effort, team composition, and technical depth are appropriately calibrated.</p> <p>Could Sarona provide guidance on any indicative budget envelope or Expected level of resourcing for this assignment?</p>	<p>Sarona is not in a position to provide an indicative budget envelope. Proposals will be assessed based on the parameters and evaluation criteria set out in the RFP. Indicative guidance on the expected level of resourcing is provided in the Terms of Reference, including through the activity-level scope and estimated inputs.</p>
	<p>Can Sarona please provide a budget or budget range for the services (including travel) as that will allow us to better design our activities? This is particularly important for the approach to legal (see additional question below) and stakeholder engagement design.</p>	<p>Sarona is not in a position to provide an indicative budget or budget range. Proposals will be assessed in accordance with the evaluation criteria set out in the RFP, including value for money. Travel-related costs should be excluded from the financial quotation. Legal due diligence/legal scoping is not requested under this RFP and should be excluded from the proposal and financial quotation; bidders should base their proposals only on the activities listed under Section 1, Scope of Services, of the RFP.</p>
<p>Travel, reimbursables and stakeholder consultation arrangements</p>	<p>Is there a minimum number of stakeholder consultations to be organized in each of the six countries?</p>	<p>Sarona has not prescribed a fixed minimum number of individual consultation meetings per country. The ToR anticipates country consultations in each of the six countries, structured around two iterative rounds per country, using national and subnational or targeted sessions as appropriate. Bidders should propose a fit-for-purpose consultation plan, including local-language arrangements and documentation processes.</p>
	<p>The RFP indicates that travel-related costs should be excluded from the proposal. Is the Consultant expected to present a preliminary quotation or will costs be covered according to the expenses?</p>	<p>Travel-related costs should be excluded from the financial quotation, daily rates and budget totals. Bidders may provide a separate, non-binding estimate or set of assumptions for potential travel-related costs, including proposed approaches to manage costs efficiently through local advisors or local consultants. Any such costs would be discussed separately and subject to Sarona's prior written approval.</p>

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	Should reimbursables (e.g., venue for workshops, coffee break, etc.) be also excluded from the proposal?	Yes. Out-of-pocket reimbursable and logistical costs, such as venue costs, refreshments/catering, printing and meeting logistics, should be excluded from the financial quotation. Bidders may provide a separate, non-binding estimate or assumptions for such costs for planning purposes. Professional fees for local advisors, facilitators, translators/interpreters or documentation support required to deliver the scope should be included in the financial proposal.
	The RFP indicates that stakeholder consultations should be conducted separately in each of the six countries, with appropriate local-language and documentation arrangements. Could Sarona kindly clarify: Whether these consultations are expected to be conducted in-person, virtual, or through a hybrid approach; and In the case that in-country (physical) consultations are required, whether travel, boarding & lodging, and miscellaneous expenses will be included in the financial proposal, or will be managed/covered separately by Sarona?	Sarana expects a fit-for-purpose consultation approach, using in-person (preferably), or hybrid formats as appropriate and feasible. Country-level consultations should be conducted separately for each of the six countries, with local-language and documentation arrangements as needed. Where in-country consultations are proposed or required, travel, accommodation, per diems and related travel expenses should be excluded from the financial quotation and addressed separately, subject to Sarona's prior written approval. Out-of-pocket logistical costs, including venue, catering and related meeting expenses, should also be excluded from the financial quotation and treated separately, subject to Sarona's prior written approval.
Submission templates, page limits and compliance disclosures	Is there a maximum number of pages for the proposal?	Sarana has not prescribed a maximum number of pages for the proposal. Bidders are, however, encouraged to keep proposals concise, focused and responsive to the submission requirements in the RFP.
	For the "Compliance and Disclosures" documents, is there a specific template that the Consultant should follow for submission?	Compliance disclosures may be provided in the bidder's standard format, provided they clearly cover conflict of interest, ESG/responsible business practices, and legal and regulatory standing.

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	<p>Please let us know if there are any specific submission templates for the Technical Proposal and/or the Financial Proposal, including any word or page limits.</p>	<p>Sarona has not provided mandatory templates for the Technical Proposal or Financial Proposal. Bidders may use their own formats, provided that the proposal clearly addresses all submission requirements in the RFP. The Financial Proposal should include a breakdown by activity/deliverable and role, including person-days and daily rates, and should exclude travel-related costs.</p>
	<p>Are there page limits or any further specifications for the technical proposal or financial proposal? Similarly, are there any templates for the compliance disclosures?</p>	<p>Sarona has not prescribed page limits or mandatory templates for the Technical Proposal, Financial Proposal or compliance disclosures. Compliance disclosures may be provided in the bidder's standard format, provided they clearly cover conflict of interest, ESG/responsible business practices, and legal and regulatory standing.</p>
<p>Evaluation methodology</p>	<p>What is the weight for the technical and financial proposals that will be considered for evaluation? The RFP only states that 'value for money' will be considered.</p>	<p>As set out in the RFP, proposals will be evaluated using the following weighted criteria: Technical Competence: 15%; Experience & Track Record: 25%; Capacity & Delivery: 20%; Cost / Value for Money: 30%; ESG / Impact Alignment: 5%; and Risk & Compliance: 5%.</p> <p>Accordingly, the financial component is 30%, while the technical and non-financial components together represent 70%.</p>
<p>Award structure, integrated proposal and consortium arrangements</p>	<p>The RFP states that Sarona reserves the right to award this proposal to multiple bidders. What would that mean, that different annexes of the GCF funding proposal are developed by different firms? Is this applicable for this call? We understand that if multiple firms are hired, one firm might not be able to complete the work without the inputs of another firm, which would not be efficient for the project.</p>	<p>Sarona acknowledges the concern and agrees that appointing multiple unrelated firms could create coordination inefficiencies. Sarona's strong preference is to award the assignment to one bidder, or to one lead bidder managing a consortium/sub-consultant team, with clear responsibility for integration across all workstreams. Sarona reserves its rights under the RFP but does not expect a fragmented approach to be efficient for this assignment.</p>

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	<p>Could Saronas confirm whether bidders are expected to submit: A single integrated proposal covering all Annexes (2, 6, 7, 8, 9, 11, 22 and FP packaging), or if separate proposals for individual Annexes/packages are acceptable?</p>	<p>Saronas strong preference is for bidders to submit a single integrated proposal covering all annexes and activities listed in the RFP, including Annexes 2, 6, 7, 8, 11 and 22, as well as Funding Proposal development and packaging support. Separate proposals for individual annexes/packages are not preferred. Annex 9 legal due diligence is not within the scope of this RFP and should not be included in the proposal.</p>
	<p>Does Saronas prefer: A lead firm with sub-consultants, or A formal consortium with clearly defined workstream leads per Annex?</p>	<p>Saronas preference is for a lead firm with named sub-consultants, where the lead firm remains responsible for overall delivery, integration, quality control and contract management. A consortium structure may also be considered, provided that there is a clearly identified lead entity and clear accountability for integrated delivery.</p>
	<p>Is there a cap on the number of members in a consortium? Can an organization be part of more than one bidding consortia?</p>	<p>Saronas has not prescribed a formal cap on the number of consortium members. However, bidders should propose a manageable structure with one clearly identified lead entity responsible for coordination, quality control, integration and contract management. A lead bidder may not submit or participate as lead in more than one proposal. Participation by the same non-lead firm, specialist or local advisor in more than one proposal is not preferred and must be disclosed; Saronas will assess any such arrangement for conflicts of interest, confidentiality and delivery risks.</p>
	<p>Is there a limit to consortium partners?</p>	<p>Saronas has not prescribed a formal cap on the number of consortium members. However, bidders should propose a manageable structure with one clearly identified lead entity responsible for coordination, quality control, integration and contract management.</p>

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	In a consortium, is it necessary for all the members — or only the declared lead — to be GCF-accredited?	In a consortium, Sarona will accept a consortium in which the declared lead is a GCF Service-accredited entity and other members (subcontractors are not listed on the GCF Service List).
Contract terms and conditions	Can Sarona share the Terms and Conditions of the contract to be signed with the Consultant? This is required for internal review prior to submission of proposal.	The selected consultant will be expected to enter into a consulting agreement with Sarona Asset Management Inc., consistent with Sarona's service provider contracting requirements and applicable GCF-related obligations. Sarona is not issuing a full draft contract as part of the Q&A process. Bidders may include any material contractual assumptions or exceptions in their proposal for Sarona's consideration.
Investment pipeline, diagnostics and due diligence depth	Is the pipeline for investments across the countries and across mitigation and adaptation objectives already identified? Or is the consultant is expected to develop a pipeline from scratch?	The pipeline is not expected to be developed from scratch. Sarona has already identified several prospective pipeline names across the target countries and themes. The consultant is expected to validate, and assess the pipeline, including the technical, financial and climate relevance of prospective partner funds and indicative SME subsectors. Bidders may also propose adding a limited number of additional names to strengthen the shortlist.
	What level of due diligence is expected – a high-level screening at this stage?	The expected level of due diligence at this stage is preliminary screening and validation sufficient for GCF Funding Proposal preparation, not full transaction-level investment due diligence. This includes validation of the indicative pipeline and prospective partner funds, rather than full investment-level due diligence on underlying SME investments. This should include assessment of climate eligibility, strategic fit, market demand, absorptive capacity, technical and financial viability, indicative E&S/gender risks, and alignment with SCAI's investment strategy. Full legal due diligence is outside the scope of this RFP and will be managed separately.

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	For the climate and market diagnostic report, what sectors and subsectors are to be covered for each of the six countries? (Are these the ones covered in section A.5. in the Concept Note?)	The indicative sectors and subsectors are those highlighted in Annex 1 of the Concept Note, including the per-country priorities. These sectors and subsectors should be treated as tentative and will be discussed and refined with the selected consultant during inception and country diagnostic work. Bidders should therefore use the annexed sector guidance as the starting point, while allowing for country-specific validation and prioritisation.
Funding Proposal annex scope and delivery schedule	As per your ToR, the Funding Proposal would entail completion of Annexes 2, 6, 7, 8, 9, 11 and 22 and other standard annexes as applicable. Each of these Annexes would demand multi-country engagement and across various aspects like pre-feasibility, gender, ESMS, etc. Are all these annexes expected to be completed in the first three months?	Yes. Given the targeted GCF timelines, Sarona expects the in-scope activities and initial Funding Proposal package to be completed within the first three months. The remaining implementation period will be used for revisions, stakeholder/NDA inputs, and responses to GCF Secretariat, CIC, iTAP and Board-related comments. Annex 9 legal due diligence is not within the scope of this RFP and will be managed separately.
	Activity 8 references preparing Annexes 2, 6, 7, 8, 9, 11 and 22 and other standard annexes as applicable. Can you clarify if the firm will prepare all FP annexes or just ones specifically referenced?	The selected consultant is expected to prepare the main Funding Proposal and the annexes/outputs expressly covered by the RFP scope, namely Annexes 2, 6, 7, 8, 11 and 22, together with FP development, packaging and post-submission support. Annex 9 legal due diligence is not in scope and should not be costed under this proposal. The consultant should, however, coordinate with Sarona and integrate legal inputs provided separately into the FP package where relevant. "Other standard annexes as applicable" refers to FP packaging, consistency checks and standard supporting materials, not additional standalone technical workstreams.
Legal due diligence / Annex 9 implementation	We note that Annex 9: Legal Due Diligence is present within the Annex 1 Terms of Reference, but not within the Request for Proposal Scope of Services. We would like to enquire if it is within the scope of this tender.	Annex 9 legal due diligence is not within the scope of this tender and should not be included in the proposal. Bidders should base their proposals on the activities listed under Section 1, Scope of Services, of the RFP. Sarona expects to manage the legal due diligence workstream separately.

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	<p>The legal due diligence required will be extensive, at the program and entity level, and needed in a short period of time. Can you please advise on the intended approach, for example, if: Sarona will engage a legal firm in the countries (or a full-service firm to cover all countries) while the contractor engages individual legal advisor(s), or The contractor should budget for the legal firm(s) itself? If that is the case, does Sarona have preferred legal firm(s) that it has worked with before? In similar cases for PPFs, the AE often maintains a separate budget allocation to engage its preferred firm(s) while the contractor engages a legal advisor to guide the firm on GCF requirements.</p>	<p>Bidders should not budget for legal firms or legal due diligence under this RFP. Sarona expects to procure or manage the legal due diligence workstream separately. The selected consultant may be required to coordinate with Sarona and the separately appointed legal advisor(s) to ensure relevant legal inputs are reflected coherently in the Funding Proposal and annex package.</p>
<p>Team composition, roles and level of effort</p>	<p>The TOR only indicates the Team Lead position profile required in the description of Annex 2. Can Sarona confirm if this is the description of the Team Lead for all the assignment?</p>	<p>Yes. The Team Lead profile should be understood as the overall Team Lead profile for the assignment. Sarona does not require separate team leads for each annex, provided there is clear overall leadership, coordination and quality control across all workstreams.</p>
<p>Team composition, roles and level of effort</p>	<p>The TOR indicates the level of effort per component (Annex) and deliverable. However, some of the deliverables indicate there is only 2-3 days for conducting the analysis per country, which wouldn't be compatible to the LoE required. Can the Consultant propose different LoE per component/deliverable as required to ensure the quality of the work?</p>	<p>Yes. The level of effort in the ToR should be treated as indicative guidance. Bidders may propose a different allocation of person-days by activity or deliverable where they consider this necessary to ensure quality, provided the proposed approach is clearly justified and remains consistent with the required outputs and timeline.</p>
	<p>Is it necessary for the team personnel mentioned under the different Annexes—apart from the Team Lead—to be different individuals or there could be overlap of expertise in a single team member?</p>	<p>Team members may cover more than one role where their qualifications and experience are relevant to multiple annexes or activities. Bidders should clearly map each proposed team member to their role(s), responsibilities and expected level of effort.</p>

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	<p>The ToR outlines distinct team profiles for each Annex. Should bidders: Propose separate dedicated teams per Annex, or Develop a single integrated core team with cross-functional roles covering multiple Annexes?</p>	<p>Sarana's preference is for a single integrated core team with cross-functional roles, supported by specialist and/or local advisors as needed, rather than fully separate teams for each annex. This should help ensure consistency across the Funding Proposal and annexes. Bidders should clearly show how the proposed structure covers all required expertise.</p>
	<p>Is there any expectation regarding Minimum or optimal team size, or Should bidders propose lean vs expanded teams based on their delivery methodology?</p>	<p>Sarana does not prescribe a minimum or optimal team size. Bidders should propose a team size and structure that is appropriate to their methodology and delivery model, while demonstrating sufficient capacity to deliver all required outputs within the timeline and across the six countries.</p>
	<p>Can team members play multiple roles from the TOR and can we propose a slightly different team structure, as some of the roles between TOR activities overlap?</p>	<p>Yes. Team members may play multiple roles, and bidders may propose a modified team structure where roles overlap. Any proposed structure should clearly demonstrate that all required areas of expertise are covered, responsibilities are clearly allocated, and sufficient capacity is available to meet the timeline and quality expectations.</p>