

## Q&A for Tanmeyah

- 1- You mentioned in page 3 under the program background that there will be a comparison with competing employers in other sectors such as banks, is there a certain No. of banks that we can compare with or we can specify that a consulting CO.?

**The context of Banks in Jordan includes different layers of financial service providers, and we need to focus more on banks that are more related to our domain of services, which provides its services to the SME sector and their number might range between (3-4) banks.**

- 2- Regarding the satisfaction measures, is there a minimum no. of satisfaction questionnaires that we can propose or you have a min. No. to conduct as part of the survey?

**We don't have minimum number of satisfaction questionnaires, as long as the goal of the study is achieved, and the quality of the outcomes is in line with the best practices and accepted by the stakeholders.**

- 3- Can we use a adopt a developed software to collect data, data entry analysis and get reports?

**Yes you can, as long as its developed for similar purpose study and was tested and approved.**

- 4- In the task section, we should review compensation packages for Tanmeyah's eight (8) current MFI members. What is the average population of each entity so we could construct a sample size for the study?

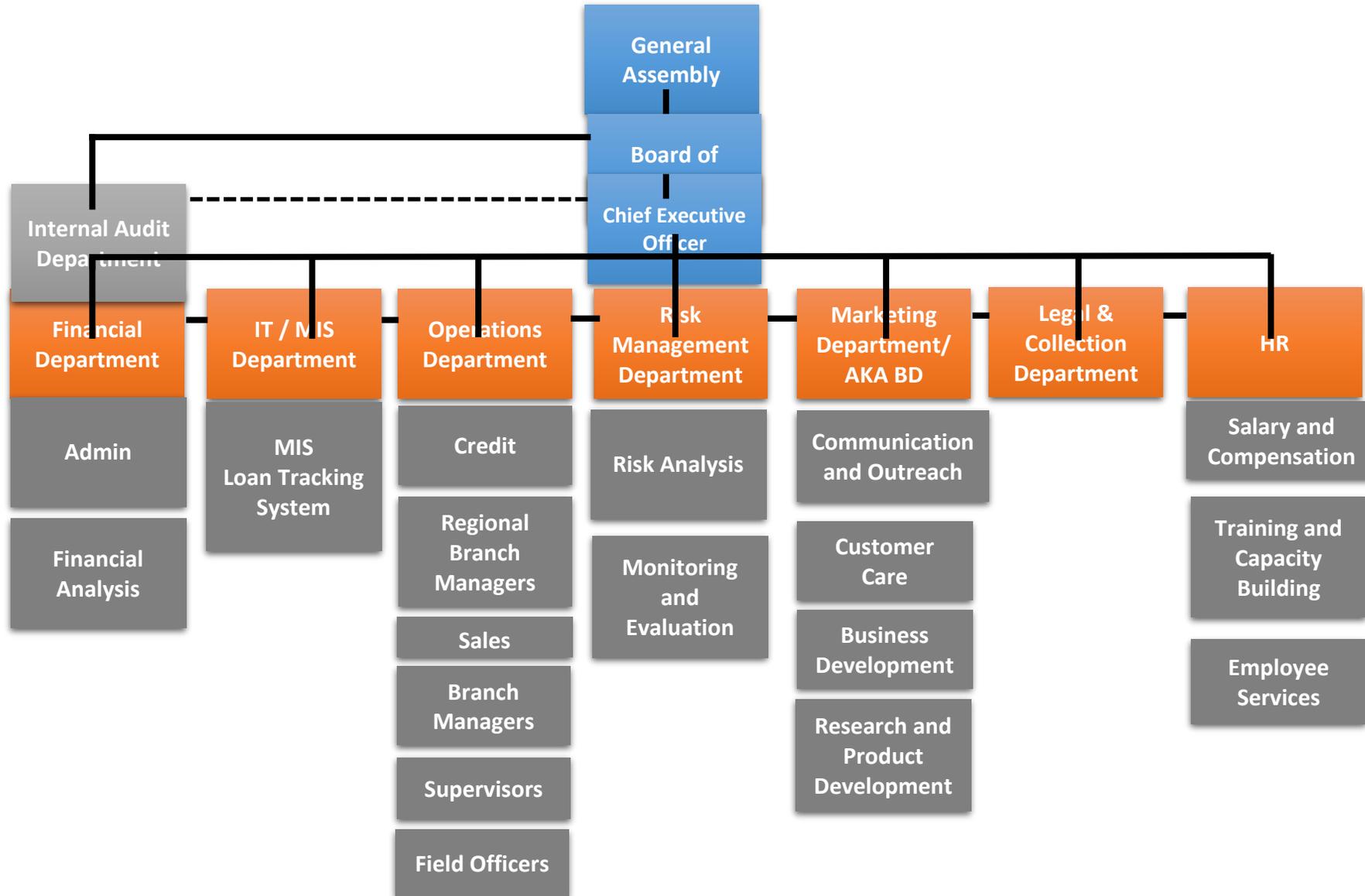
**Total number of staff in the microfinance industry has reached 2,000 employees, representing the human capital of the industry. Approximately 1000 employees are a line staff employee filling different positions includes loan officers, cashiers, and other staff with direct and continual client contact. The rest employees are administrative staff in other management departments that represent:**

- **Financial department.**
- **IT department.**
- **Operations Department.**
- **Risk Management Department.**
- **Internal Audit Department.**
- **Marketing Department.**

- **Credit Department.**
- **Communication and outreach Department.**
- **Legal Department.**
- **HR**

5- What are the hierarchical levels and divisions in the company? How the organization is divided?

**Here is the common organizational structure for the MFIs in Jordan:**



6- Which industries other than commercial banking is considered a competing sector by Tanmeyah?

**Only banks being in the domain of financial services.**

7- Is it possible to extend the deadline for submission of proposals for another week?

**As of right now we are not planning on extending the due dates for this RFP. If we do extend the deadline, we will let you know.**

8- Do all 8 MFIs have HR department / function?

**Yes they have**

9- It is mentioned in the RFP that Tanmeyah network includes 8 MFIs. How many positions/job profiles exist in each MFI?

**Refer to question 5**

10- How many compensation packages are available at the 8 MFIs?

**The compensation packages might reach 3 for the field positions, and one package for SMEs, and one package for the administrative staff.**

11- What is the size of the compensation packages (i.e. number of pages)? Are they available in Arabic or English? Are they available as hardcopy or softcopy?

**The total number of pages are 10, and it is in Arabic and it is available in hard and soft format.**

12- What are the “potentially competing employers” in other sectors? are these banks and investment companies?

**Mostly banks and those that are more specialized in the SME sector**

13- For the employee satisfaction survey, what is the number of MFIs employees? What is the required sample size of employees?

**Refer to question 4**

14- What is the expected role of MFIs to assist the consultant in delivering the tasks successfully?

**Providing the needed information, support and facilitation**

15- What are the required qualifications of the consultant?

**Have completed similar projects on the same field**

16- What is the expected level of efforts budgeted for this project (as individual expert or team of experts)?

**This will depends on the scope of work technical approach and business plan for the selected bidders.**

17- What is the maximum allowed duration / timeline for the project?

**This depends on the rational, approach and the methodology of the consultant**

18- When the Subcontract involves patient care, the Subcontractor assumes full responsibility and liability for the care and treatment of its patients. To the extent that the training and other support provided to the Subcontractor by FHI 360-employed personnel under this Subcontract encompasses treatment of Subcontractor's patients, the Subcontractor acknowledges and agrees as follows:

- (a) that the Subcontractor is ultimately responsible for such treatment;
- (b) that such treatment will be deemed to be done by and on behalf of the Subcontractor;
- (c) that the Subcontractor waives any claim against FHI 360 and/or FHI 360-employed personnel arising out of patient treatment;
- (d) that the Subcontractor will assume full responsibility for any claims made by patients arising out of patient treatment, whether patient treatment was provided by Subcontractor-employed personnel or by FHI 360-employed personnel; and,
- (e) that the Subcontractor will hold FHI 360 harmless from any liability arising out of any assistance provided under the terms of this Subcontract.

19- **Will this be applicable for our kind of study?**

**This is a standard language for all subcontractors to agree on and the scope of work for this RFP is not about patient care.**

Annex G

20- Clause 11-

**RECORD KEEPING AND ACCESS**

The Subcontractor will maintain books, records, documents, program and individual service records and other evidence of its accounting and billing procedures and practices which sufficiently and properly reflect all direct and indirect costs of any

nature incurred in the performance of this Subcontract. These records will be subject at all reasonable times to monitoring, inspection, review or audit by authorized employees or agents of FHI 360 or its funding sponsor. The Subcontractor will retain all such records concerning this Subcontract for a period of three (3) years **after the submission of the final Subcontractor Monthly Financial Report with respect to the Subcontract**, unless a longer period is specified in the specific terms and conditions of the Subcontract. If any litigation, claim or audit is started before the expiration date of this three-year period, the records will be retained until all litigation, claims or audit findings involving the records have been resolved- **I have added with respect to the subcontract.**

**Yes, this is applicable to all subcontractors.**