**INDIVIDUAL CONSULTANTS PROCUREMENT NOTICE** 

**Reference:** ETH/IC/2018/064

**Country:** Ethiopia

**Description of the assignment:** Recruitment of Two Individual contractors to doCapacity Assessment of Selected Democratic Institutions in Ethiopia

**Project name:** Governance and Democratic Participation Programme (GDPP)

**Start date:** As soon as possible

**Duration of assignment:** 60 working days

**Duty Station:** Addis Ababa and two selected Regional States

The United Nations Development Programme (UNDP) is currently implementing a project *Building National Consensus for Sustainable Peace and Development/Governance and Democratic Participation Programme (GDPP)* that requires the services of an individual to perform the work described in the corresponding TORs.

Proposal should be submitted through the online eTendering system <https://etendering.partneragencies.org> (search for Event ID 0000002879) as per the deadline indicated in the system itself. Detailed user guide on how to register in the system and submit the proposal are attached to this notice.

Any request for clarification must be sent in writing, or by standard electronic communication to [Mekdelawit.hailu@undp.org](mailto:Mekdelawit.hailu@undp.org). UNDP will provide responses by uploading them in the system.

In consideration of your qualifications, we are hereby inviting you to submit an offer for this particular assignment. To assist you in understanding the requirements of this assignment, we have attached hereto the following:

1. The Terms of Reference for the assignment described above;
2. The standard Letter of Confirmation of Interest and Availability, which you must accomplish and submit to UNDP; and
3. The Individual Contract and its General Terms and Conditions, which you would be expected to sign in the event you are the selected Offeror in this procurement process.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

* Letter of presentation highlighting main qualifications and experience relevant to this TOR;
* CV or P11 form;
* Copy of education certificate;
* Completed financial proposal.

1. **BACKGROUND AND CONTEXT**

The Government of Ethiopia (GoE) has within its wider effort on poverty eradication, articulated a clear agenda through its five-year Growth and Transformation Plan (GTP II). On the economic front, Ethiopia continues to register an impressive economic growth over the last two decades and is ranked among the ten fastest growing economies in Africa (AEO, 2011) and the second fastest mover on human development (UNDP, 2013).

Since 1995, Ethiopia has adopted a multiparty parliamentary system and a federal structure devolving power to nine regions and two city administrations. It has embarked on a process of capacitating the governance architecture; reforming the civil service, building capacity of democratic institutions, deepening decentralization and improving the delivery of basic services. These gains have improved the governance system and broadened opportunities for political participation.

The governance landscape in Ethiopia however, remains complex and challenging. The policies and systems in place are less effective in providing for accountability and independent feedback by citizens on their experience of being governed, and empowering the rights-bearers to actively participate in public decision -making and provide feedback to the duty-bearers through independent bodies and/platforms on gaps in government plans and performance. This gap inevitably diminishes the effectiveness and efficiency of government and undercuts the possibility of genuine popular participation in public life at all levels across the country.

Despite the good progresses made so far, there is a long way to go in terms of ensuring good governance, consolidating democracy, ensuring the rule of law, protection of human rights, prevention of violent conflicts, managing diversity and promoting social cohesion. Transforming governance structures and systems, and consolidating democracy are processes and not a onetime work. Sustaining and accelerating Ethiopia’s transformation into a full democracy is a daunting task that entails continued efforts by all actors. Transforming the fledgling democratic institutions into vibrant bodies that are capable of effectively delivering on their constitutional mandates requires sustained and concerted efforts. Sustaining the gains recorded so far and optimizing the role of the various governance structures, systems and mechanisms put in place towards democratization, development and transformation requires continuous and targeted interventions.

The Growth and Transformation Plan (GTP II), the second generation of an ambitious national development plan (2015 – 2020), identifies good governance and capacity development as one of its key pillars. In this regard, it stresses on promoting good governance, consolidating the democratic system, enhancing the capacity of democratic institutions, and ensuring the rule of law and access to justice. It further underscores citizens’ participation, transparency and accountability, effective service delivery, consensus building and media strengthening as key areas of interventions.

Globally, the Sustainable Development Goals (SDGs), also provides opportunities to work on governance. Goal 16 of the SDG stipulates as follows: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Peace, stability, human rights and effective governance based on the rule of law are important instruments for sustainable development.

As stipulated in its Strategic Plan 2018-2021, one of the signature solutions that UNDP committed itself to provide is to strengthening effective, inclusive and accountable governance. The Strategic Plan re-affirms that ‘inclusive and accountable governance systems and processes are recognized as crucial to sustainable development and human security.’ The solutions package that UNDP provides to address governance challenges:

*… focus on supporting diverse pathways towards peaceful, just and inclusive societies, building on the UNDP comparative advantage and long track record in governance… This solution will seek to build inclusive, effective and accountable institutions and mechanisms for the peaceful resolution of conflict and for advancing social cohesion. This requires ensuring the inclusion of women, youth, people with disabilities and other traditionally marginalized groups…*

UNDP, in partnership with several development partners, has been providing a multi-facet support to the government with the prime aim to consolidate good governance and democracy in the country. The Democratic Institutions Programme (DIP) (2008-2012), a five- year, multi-donor programme managed by UNDP, was implemented with the aim to strengthen the capacity of key democratic institutions of Ethiopia. The programme supported seven key democratic and oversight/accountability institutions; namely, the House of Peoples’ Representatives (HoPR), the House of Federation (HoF), the Ethiopian Human Rights Commission (EHRC), the Ethiopian Institution of Ombudsman (EIO), the Federal Ethics and Anti-Corruption Commission (FEACC), the National Election Board of Ethiopia (NEBE) and the Office of the Federal Auditor General (OFAG). The evaluation report of DIP in 2012 revealed that considerable results have been achieved by way of laying the foundations - especially in terms of strengthening institutional capacity of the targeted institutions to effectively discharge their legal functions and responsibilities. Despite the positive results, challenges and governance deficit remain a critical aspect to be tackled.

In support of GoE’s national goal and the global agenda (SDG 16), but also in response to the current governance challenges, UNDP Ethiopia has launched in June 2017 a new multi-stakeholder programme – the Governance and Democratic Participation Programme (GDPP). GDPP is a five-year programme that spans from 1 June 2017 to 31 December 2021 and managed by UNDP. The main objective of the programme is to support the country sustain efforts towards enhancing institutional capacities and frameworks for strengthening good governance and deepening democratic participation in line with the Constitution and International Human Rights Conventions to which Ethiopia is a signatory. While the GDPP encompasses various governance dimensions, involving multiple implementing partners, for all practical reasons, the primary thematic focus would be on:

* Strengthening accountability and integrity systems and combating corruption;
* Civic engagement and participation;
* Strengthening of parliamentary functions;
* Diversity management, social cohesion, conflict management and peace building;
* Human rights promotion and protection;

Progress in these areas is critical and will enable the country to deliver on the Sustainable Development Goals (SDGs) and the Growth and Transformation Plan (GTP II). The programme aims to capitalize on existing momentum and opportunities to support ongoing reform initiatives and further advance good governance thereby entrenching democratic principles at all levels and across the country.

The Programme aims to contribute to three broad outcome areas, namely: a) improved inclusion, social cohesion and sustainable peace; b) responsive, accountable and inclusive systems of governance; and c) empowered and responsible citizens. It will deliver on the following five inter-related and complementary outputs:

1. Political processes of federal and regional state legislative bodies are more inclusive and effectively delivering on their constitutional mandates;
2. Federal and regional state systems of governance are more accountable, transparent and are delivering public services in more inclusive and responsive ways;
3. Citizens are more empowered to voice their concerns and actively participate in decision-making processes at all levels of the development, governance and political processes and systems;
4. Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are further strengthened at national and sub-national levels; and
5. Access to justice enhanced and human rights promoted and protected across Ethiopia.

The programme supports several key democratic institutions including:

* The House of Peoples’ Representative (HoPRs),
* Ethiopian Human Rights Commission (EHRC),
* Ethiopian Institute of the Ombudsman (EIO),
* Office of the Federal Auditors General (OFAG),
* National Electoral Board of Ethiopia (NEBE),
* House of Federation (HoF),
* The Council of Constitutional Inquiry (CCI)

It also supports some key accountability institutions of the executive agencies, in addition to the democratic institutions listed above. These include:

* The Office of the Attorney General (OAG),
* The Federal Ethics and Anti-Corruption Commission (FEACC),
* The Ministry of Federal and Pastoralist Development Affairs (MoFPDA), and
* The Government Communications Affairs Office (GCAO).

In line with the objective of the programme, it is believed that a systematic capacity gaps assessment should be conducted with the aim to identify critical capacity gaps and propose strategic and tailored capacity development strategies, but also to establish a baseline that the IPs could benchmark against. UNDP, in collaboration with the implementing partners would thus like to commission an individual level consultancy for a comprehensive capacity assessment of the key democratic institutions leading to the development of tailored capacity building strategy (ies) that would enable the IPs to deliver on their core mandates more effectively and efficiently.

1. **OBJECTIVES AND SCOPE OF THE CONSULTANCY**

**Objective**

The objective of the consultancy is to undertake a comprehensive capacity gap assessment of the key democratic institutions at all levels of governance and propose strategic capacity development responses. The proposals will enable the government implementing partners to formulate comprehensive capacity development responses with support from GDPP in the coming 3-4 years. The specific purposes of this assessment include:

1. Undertake a comprehensive capacity assessment of the key democratic institutions to effectively implement their mandate based on UNDP Capacity Assessment Framework;
2. Based on the findings of the assessment, to provide a costed capacity development package with clear prioritization of interventions for the next three/four years.

**Scope**

The capacity assessment as well as the response package/strategy should take a multi-layer, consultative and comprehensive approach, and expected to be guided by UNDP’s capacity assessment framework. The methodology to be applied would involve the three levels of capacity development (individual, organizational and institutional) at the various levels of governance the IPs operate at (national and sub-national) and would be expected to provide capacity development plans that address these three levels. The exercise should move away from the traditional capacity building approach: it needs to be purpose-oriented and make refence to international practices, standards and norms when it comes to the functions of governance/accountability/democratic institutions. It also needs to set the bar high on what these institutions need to deliver on. In other words, the initiative should help partners understand where they currently stand at and also serve as a tool to enhance their professional autonomy and institutional integrity in the eyes of the Ethiopian public.

The assignment would require review of multiple documents and intensive consultations with various actors. In addition to thorough consultations with the federal key targeted democratic and accountability institutions (HoPRs, HoF, EHRC, NEBE, EIO, and FEACC), it also involves a field mission for data collection to at least two regional states to understand regional dynamics and to determine sub-national capacity requirements. Consultations with programme donors, within UNDP and civil society and private sector are also an integral part of this assignment.

In terms of process, the assignment involves but will not be limited to the following activities: a) initial planning, methodology design, desk review and data collection; b) consultations with the key institutions and partners (including visit to two regional states); c) synthesis/analysis of results and submission of draft report; d), presentation on the key findings to stakeholder’s validation workshop; and e) submission of final report inclusive of key recommendations and capacity development plans.

1. **APPROACH AND METHODOLOGY**

The capacity assessment and capacity development plan will be undertaken by a team of international and national consultants, and as such the team should apply multi-disciplinary approaches to conduct the assessment and propose capacity development strategies and plans. Specific attention will be given to gender equality and the capacity of IPs to mainstream gender in their work. The Team is expected to adapt the UNDP methodology and tools to the Ethiopian context and ensure a full involvement of the IPs in the design of the approach, survey tools, and implementation of the assignment. The methodology will also need to include consultations with non-state actors, in order to ensure that the perspectives of the stakeholders/counterparts/beneficiaries of IPs are included in the analysis. UNDP Ethiopia foresees in this assignment a platform to build national capacity within the various IPs to incorporate capacity assessment methodologies and approaches in their regular review mechanisms; the team of experts is hence expected to adopt a didactic approach when engaging with national counterparts in the delivery of the assignment.

The team may employ the following methods for assessment:

* Desk review of key documents, including legal and policy documents,
* Self-assessment and survey questionnaires
* Focused group discussions to be administered internally but also with key selected counterparts/beneficiaries of the IPs,
* Individual interviews (of IP representatives and counterparts/beneficiaries),
* Stakeholders’ mapping and analysis of synergies/cooperation between/with other key governance institutions;
* Collating experiences and good practices from other countries, and
* Any other methods and tools deemed appropriate,

The team will summarize the data and information collected and carefully interpret and analyze to reach at conclusions and viable recommendations. The findings of the assessment will be included into the CA reports. The CA report should identify capacity constraints and gaps and capacity development opportunities based on which it is required to formulate capacity development interventions for each of the implementing partners, individually and jointly. The interventions to be proposed should be concrete enough to be translated into actions.

1. **EXPECTED DELIVERABLES**

The assignment involves the following deliverables:

1. ***An Inception Report,*** which includes a clearly defined work plan/schedule for the assessment, together with assessment methodology and tools, based on UNDP’s Capacity Assessment approach;
2. **A comprehensive Draft Report** of the Capacity Assessment which should be presented to UNDP. The draft report should clearly outline the findings of the assessment and recommend actionable strategies to address the identified gaps and issues;
3. **Validation Workshop** – the draft report will be presented at a stakeholders’ workshop to solicit additional inputs and comments and to also validate/build consensus on the findings and recommendations;
4. **A final Capacity Assessment Report** – should integrate the inputs and comments from the stakeholders;

1. A comprehensive **Capacity Development Proposal (s)** with clear and prioritized actions (interventions), indicative budget and timeframe, as well as measurement of success/indictors;
2. **REQUIRED QUALIFICATIONS AND EXPERTISE**

This assignment will be conducted by a team of ***three*** consultants, one international and two national, with the international consultant serving as a team leader. It is highly recommended that a minimum of one of the three consultants be a women.

***Academic Qualification and Years of Experience:***

The candidates should have:

* A minimum of Master’s Degree in governance studies, public administration, public policy study, development studies, organizational design/development, or in related social science field.

**Experience:**

* A minimum of 10 years of professional experience and proven expertise in conducting capacity assessments (particularly in the governance sector) and formulating capacity development responses;
* The international expert should have experience in working in/with similar contexts in developing countries and in cross-cultural settings;
* Successful consultants are also expected to have deep understanding of the Ethiopian State System in general and the governance landscape in particular;
* Strong knowledge or familiarity with current political, governance, development and donor contexts and issue in Ethiopia;

**Required competencies:**

* Ability to translate strategic thinking and innovative ideas into practical/operational recommendations and actions;
* Solid analytical and presentation skills;
* Excellent interpersonal, communication and negotiating skills;
* Fluency in English language, both written and spoken (fluency in Amharic language is required for the National Consultant, in addition to English)

1. **REPORTING RELATIONSHIPS**

The successful consultants will work under the guidance of UNDP. They shall submit the required reports to UNDP. The consultancy team will closely liaise with the Chief Technical Advisor for the Governance and Democratic Participation Programme (GDPP), as well as with the Governance Team Leader and Unit members within UNDP. They shall also cooperate and closely work with government partners, programme donors and other stakeholders as necessary. The UNDP Country Director will provide an overall guidance to the assignment, with the support of the Governance Unit.

1. **TIMEFRAME**

This assignment shall take a maximum of **60 working days**. It is tentatively set to be conducted, **between 25 September and 30 November 2018.**

**Timeframe with deliverables**

| **No.** | **Deliverables** | **Actions** | **Location** | **Duration (approx.)** |
| --- | --- | --- | --- | --- |
| 1 | Desk review and submission of inception report | Prepare inception report with clear methodology and work plan | Home based | 6 days |
| 2. | Data collection and analysis | * Undertake data collection applying the various methods and consultation with stakeholders * Analyze and interoperate the collected data | Addis Ababa and selected regions | 35 working days |
| 3 | Write up and submission of draft report | * Prepare and submit a draft, comprehensive CA report | Addis Ababa | 6working days |
| * Prepare and submit capacity development (CD) proposals | Addis Ababa | 6 days |
| 3. | Present findings & recommendations at a stakeholder’s workshop | * Present the draft findings at a stakeholders’ workshop * Present draft capacity development strategies (proposal) | Addis Ababa | 2 working day |
| 4. | Submit revised final draft report and CD proposals | * Revise the draft report based on the feedback from the workshop and submit the final draft report together with the CD proposals | Home based | 5 working days |

\**The duty station for this assignment is Addis Ababa, Ethiopia. Travel to two –three regional states of Ethiopia may be needed.*

1. **CONTRACTUAL ARRANGEMENTS**

Separate contracts will be signed with the successful individual consultants, but they will be required to **work as a team.** The international consultant will provide overall coordination and leadership to the team. The consultants will be jointly responsible for overall delivery of the work. They will have, as a team, collective responsibility to deliver on all the deliverables. They will be engaged for the whole duration of this assignment.

The Chief Technical Advisor for GDPP will be the primary focal point and as such it will manage the overall process, assisted by the Team leader and the Governance Team.

1. **LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECTIVE ICs**

Government institutions and UNDP Ethiopia will jointly facilitate the organization of the meetings and FGDs. UNDP will provide office space, internet access and basic equipment for the duration of the consultancy. UNDP will also avail a vehicle and driver for travels to meeting venues and for mission outside Addis Ababa.

1. **CRITERIA FOR SELECTING THE BEST OFFER**

Qualified Individual Consultants are expected to submit both **Technical** and **Financial Proposals**. Consultants will be evaluated based on **Cumulative Analysis** as per the following scenario:

* Responsive/compliant/acceptable, and
* Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  1. Technical Criteria Weight is **70%**
* Relevant academic background (qualification) (10%);
* Understanding the scope of work: comprehensiveness of the methodology/approach and organization & completeness of the proposal (30%);
* Extensive expertise, knowledge, and experience in the field of governance, capacity building and assessment, policy and institutional/organizational development/reform (15%);
* At least 10 years of professional experience and proven expertise in conducting capacity assessments and formulating capacity development responses (15%);
  1. Financial Criteria Weight is **30%**

1. **PAYMENT MILESTONES AND AUTHORITY**

The successful consultants shall receive his/her payments upon certification of the completed tasks satisfactorily, as per the following schedule:

| **Payment tranche** | **Deliverables** | **Approval** | **Portion** |
| --- | --- | --- | --- |
| 1st tranche | Upon submission and endorsement of Inception Report | UNDP | 30% |
| 2nd tranche | Upon submission of draft assessment report and draft proposal, and presentation to stakeholders’ workshop | UNDP | 30% |
| 3rd tranche | Upon submission of final draft assessment report and draft proposal document | UNDP | 40% |

1. **CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Individual Consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent from UNDP. Proprietary interests on all materials and documents prepared by the consultants under this assignment shall become and remain properties of UNDP.

**OFFEROR’S LETTER TO UNDP**

**CONFIRMING INTEREST AND AVAILABILITY**

**FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

**Annex II**

Date

Dear Sir/Madam :

I hereby declare that :

1. I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of Expert on Information Technology under the Establishing Long Term Agreements for Data Centers project;
2. I have also read, understood and hereby accept UNDP’s General Conditions of Contract for the Services of the Individual Contractors;
3. I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV or Personal History Form (P11) which I have duly signed and attached hereto as Annex 1;
4. In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment;
5. I hereby propose to complete the services based on the following payment rate:

A total lump sum of [*state amount in words and in numbers, indicating exact currency]*, payable in the manner described in the Terms of Reference.

1. I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
2. This offer shall remain valid for a total period of \_\_\_\_\_\_\_\_\_\_\_ days [*minimum of 90 days*] after the submission deadline;
3. I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office *[disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists];*
4. If I am selected for this assignment, I shall *[pls. check the appropriate box]:*

* Sign an Individual Contract with UNDP;
* Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

1. I hereby confirm that *[check all that applies]*:

* At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
* I am currently engaged with UNDP and/or other entities for the following work :

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Assignment** | **Contract Type** | **UNDP Business Unit / Name of Institution/Company** | **Contract Duration** | **Contract Amount** |
|  |  |  |  |  |
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* I am also anticipating conclusion of the following work from UNDP and/or other entitiesfor which I have submitted a proposal :

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Assignment** | **Contract Type** | **Name of Institution/ Company** | **Contract Duration** | **Contract Amount** |
|  |  |  |  |  |
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1. I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
2. ***If you are a former staff member of the United Nations recently separated, pls. add this section to your letter:*** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
3. I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature: Date Signed :

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Annexes**

* CV
* Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
* Brief summary of experience, qualifications, and skill relevant to this assignment

**TECHNICAL PROPOSAL SUBMISSION FORM**

**1.1 Letter of Motivation**

* Briefly explain why you are the most suitable for the consultancy service you applied for.

**1.2 Proposed Methodology for the Completion of Consultancy Services**

The consultant must describe how it will address/deliver:

* A detailed approach and/or methodology you plan to apply or conduct the to meet the demands of the ToR;
* Providing a detailed description of the essential performance characteristics (if any);
* Implementation timeline and/or work plan using the proposed methodology/approach. It shall be supported by Gantt Chart
* Any other information pertinent to it.

**1.3** **Past experience in similar projects and/or consultancy services**

The consultant must describe and indicate:

* Track Record – list of clients for similar consultancy services and/or projects as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references including email address as indicated in the following template:

**Track Record and Experience**

| **No.** | **Client** | **Contact Value in US$** | **Period of activity** | **Types of activities and/or Operations** | **Status or Date Completed** | **References Contact Details (Name, Title –, Phone, Email** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |

**\* *Be sure the correct email address is/are indicated***

**1.4 Implementation Timelines:**

* The Proposer shall submit a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

**1.5 List of Personal Referees**

* List of at least three personal referees in terms of their title (position), where they work, email, and telephone address as indicated in the following template:

| **No.** | **Name of Personal Referee** | **Name of the Organization** | **Title and/or Position** | **Email address with alternative (if any)** | **Telephone** |
| --- | --- | --- | --- | --- | --- |
| 1 |  |  |  |  |  |
| 2 |  |  |  |  |  |

**BREAKDOWN OF COSTS**

**SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

1. **Breakdown of Cost by Deliverables\***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **No** | **Deliverables/ Outputs** | **Quantity** | **UOM** | **Price in USD** | **Total** |
| 1 | All-inclusive fee |  |  |  |  |