

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date: November 28, 2018

Procurement Notice Reference No.: *ETH/IC/2018/088*

Country: *Ethiopia*

Description of the assignment: International Consultant to Program Design/Development Specialist

Project name: Community Security and Access to Justice

Consultant Level: Level C (Senior Specialist)

Duty Station: Addis Ababa with travel to regions

Expected Places of Travel: Regional States

Duration: Three months

Expected Start Date: Immediately after concluding the contract

The United Nations Development Programme (UNDP) is currently implementing a project *Preventing Violent Extremism in Ethiopia* 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 **0000003172** 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 info.procurementet@undp.org Attn: MY. 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:

- a) The Terms of Reference for the assignment described above;
- b) The standard Letter of Confirmation of Interest and Availability, which you must accomplish and submit to UNDP; and
- c) 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.
- Any other as relevant

FINANCIAL PROPOSAL

- **Lump sum contracts**

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel;

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Terms of reference



Empowered lives.
Resilient nations.

I. GENERAL INFORMATION

Services/Work Description:	Recruitment of Program Design/Development Specialist
Project/Program Title:	Community Security and Access to Justice
Post Title:	International Consultant
Consultant Level:	Level C (Senior Specialist)
Duty Station:	Addis Ababa with travel to regions
Expected Places of Travel:	Regional States
Duration:	Three-months
Expected Start Date:	Immediately after Signing the Contract

II. BACKGROUND / PROJECT DESCRIPTION

Ethiopia has historically typified a policy of utmost hospitality towards refugees, to date, the state continues to be one of the largest refugee hosting states in the world and has maintained its long-standing open-door policy of providing humanitarian assistance and protection to those seeking asylum on its territory. Ethiopia is currently host to the second largest population of refugees in Africa, with over 855,000 refugees from nineteen countries. The Gambella region hosts 43.4% of the total number of refugees in the state, of these 65% are under 18 years of age, 89% are women and children and 17% are youth. Although the Gambella region is endowed with plenty of natural resources it remains one of the poorest regions in Ethiopia due to ethnic tensions and disputes over land ownership. The refugees and their host communities face issues relative to environmental degradation, lack of access to quality of education, health and water services, droughts and the areas are underserved in terms of socio-economic investment opportunities and development endeavours. These tensions have been further aggravated and compounded by additional destabilizing factors, including human trafficking, fast paced communal changes and pressure on social and economic infrastructures caused by the influx of refugees fleeing the South Sudan conflict since 2014.

The Government of Ethiopia has made positive strides towards the humanitarian-development nexus by designing a National Comprehensive Refugee Response (NCRR) Strategy which benefits both refugees and host communities. The strategy is designed in line with the New York Declaration on Refugees and Migrants (Sep 19, 2016 NYD) at the UN Summit on Addressing Large Scale Movements of Refugees and Migrants. The strategy envisions refugees and host become socio-economically active and self-reliant global citizens.

In pursuit of these aims, anchored under the Governance and Democratic Participation Programme (GDPP) is a five-year, multi-stakeholder programme spanning from 1 June 2017 to 31 December 2021 and managed by UNDP, the Project Initiation Plan (PIP). The PIP seeks to address issues relating to justice, legal aid, community security and human rights protections in both refugee and host communities in a more inclusive and sustainable manner in accordance with Ethiopian legal and local administrative structures and international refugee protection standards. The PIP will be implemented through Gambella Regional Bureaus of Finance and Economic Development, Justice, Administration and Security, Administration for Refugees and Returnees Affairs, University of Gambella, Police Commission, Supreme Court with support from UNDP and UNHCR will all play specific roles in attaining objectives of the PIP.

The key result areas of the programme include:

1. Strengthening of formal and customary rule of law mechanisms in both refugee and host communities;
2. Improved livelihood and economic development in the Gambella Region;
3. Promoting access to justice, refugee protection and community safety in sustainable manner and;
4. Enhanced peace, resilience and durable solutions to vulnerability.

As per the request of the Administration for Refugees and Returnees Affairs (ARRA), UNDP, Ethiopia Country Office, is looking to hire an international program design/development specialist to lead a team of experts/specialists to design comprehensive refugee response action plans and appropriate implementation guidelines. This Terms of Reference is defining the scope of the work and the requirements of the specialist to provide technical assistance in the form of short-term consultant.

III. OBJECTIVE

The overall objective of the consultancy is to operationalize the NCRR strategy through designing comprehensive spatial and temporal plans, supported by appropriate tools and mechanisms. Specifically, this assignment is to provide technical assistances to enable the ARRA to prepare high quality fundable five-year action plan (area-based and national action plans) and comprehensive implementation guidelines.

IV. SCOPE OF THE WORK

The International Program Design/Development Specialist will work as a lead of the core team and will be the main resource person within the core team and responsible for preparing, delivering and ensuring quality products: Action Plans and Implementation Guidelines. Key areas that the international consultant to fulfill in line with the general tasks are summarized as follows:

i) Tools and Instruments for the Action Plan and Implementation Guidelines

The tools and instruments will be established/set based on the reviews of national and international experiences, and lessons drawn from the relevant refugee response interventions and complementary interventions in country

ii) Preparation of Action Plans

The action plans will be developed for each strategic pillar, including a clear monitoring and evaluation framework. The action plans will follow spatial planning approach. Refugee context and scenario analysis, including analysis of host communities' situation in refugee operational areas, is required to determine the targets. The analysis will help estimate and determine the resource requirements and funding sources.

A detailed realistic five-year action will be designed, which will be updated based on mid-term review. The action plans will be derived from the result framework, ensuring the engagement of the stakeholders and overall coordination and implementation capacity. The preparation of the action plans will follow the following processes and actions.

a) Result framework

- Situation analysis;
- Determine baseline information based on Scenario Analysis for setting results and targets;
- Determine temporal results and targets.

b) Action Plans

- Define contents of the action plans (areas of refugee responses and host communities support; specific outputs and activities by response pillars; implementation arrangement; action plans budgeting; and monitoring and evaluation system);
- Prepare draft area-based and consolidated action plan documents;
- Consultation workshop on the draft action plans at federal and regional levels;
- Prepare final draft action plan documents, incorporating comments.

iii) **Preparation of implementation guidelines**

The NCRR strategy requires clear and comprehensive implementation guidelines. The implementation guidelines will:

- a) clarify the main concepts and issues of the strategy;
- b) present a set of directions and actions towards putting the strategy into practice;
- c) guide the preparation of the implementation guidelines;

The implementation guidelines consider experiences of other existing complementary programme in view of adopting guidelines and implementation modalities tailored to the six strategic refugee response pillars; and capacity of stakeholders at various levels, and more focused on capacity of stakeholders at gross-root level. The guidelines will bring about a consensus and better understanding of the processes; and they provide inputs and guides on how the strategy is translated into practices. The implementation guidelines will also inform the action plans and vice versa.

In the process of preparing action plan and implementation guidelines, the following results will be attained:

- a) Inception Report (Review of national and international experiences and drawing lessons that inform the action plans result framework, specifying targets and indicators; and outlines of the implementation guidelines);
- b) All tools and instruments that guide the generation of information and the contents of the Action Plans and Implementation Guidelines;
- c) Area-based and consolidated National Action Plans and Implementation Guidelines documents.

The consultancy will draw on the following assessments and guiding documents:

- Global UNDP-CRRF strategy;
- Partnership plans (UNDP-UNHCR);
- UNDPs Strategic Plan (2018-2021)-Draft;
- UNDP Ethiopia's proposed strategic intervention in the CRRF (draft);
- Ethiopia's Roadmap to CRRF;
- Roadmap for the Implementation of the Federal Democratic Republic of Ethiopia Government Pledges;
- National Disaster Risk Management Strategic Program and Investment Framework;
- Ethiopia's Job Compact Project Roadmap – identify opportunities that could be tapped-on the Jobs Compact in the region (the Jobs Compact initiative is launched between Government of Ethiopia, World Bank, European Union, European Investment Commission and DFID);
- Enhancing Public Service Delivery for Accelerated Development Outcomes in Four Regional Development States (Programme Doc+ Terminal Evaluation Report);
- Emergency Livelihoods Restoration and Peacebuilding support for Host Communities affected by Refugee Influx and Disaster in Gambella (Project Doc + Status Report).

V. EXPECTED OUTPUTS AND DELIVERABLES

- Consultation workshops organized in refugee-hosting regions and areas;
- Regional plans and budgets;
- National plan, consolidating the regional plans, budgets and results and resources framework;
- NCRRS-NAP Implementation Guidelines.

Interim reports must be prepared every month during the period of implementation of the tasks. There must be final draft documents: action plan and implementation guidelines documents submitted by the national livelihoods and job creation program design/development specialist at the end of the period of implementation of the tasks. The final draft documents must be discussed with stakeholders at distinct levels through organizing consultation and workshops, once completed it will be disseminated and shared with wider stakeholders.

No.	Deliverables / Outputs	Estimated Duration to Complete	Review and Approvals Required
1	Inception Report	0.5 Month	UNDP/ARRA
2	Regional plans and budgets	1 Months	UNDP/ARRA
3	National plan, consolidating the regional plans, budgets and results and resources framework.	1 Months	UNDP/ARRA
4	NCRRS-NAP Implementation Guidelines	0.5 Month	UNDP/ARRA

IV. METHODOLOGY

The methodology will include: desk review of documents prior to the field mission, interviews with government counterparts, key stakeholders, donor partners, UN agencies in Ethiopia, field visits, meetings and interactions at local level, observations and analytical work. The preparation of both the action plans and implementation guidelines will, however, be undertaken simultaneously through iterative approaches and methodologies.

- Conduct desk reviews to identify and summarize the refugee and host community's experiences, which will serve as inputs to both action plan and implementation guidelines. This review should focus on international/regional experiences and national practices (Federal to grass-root levels). Based on the desk review, and lessons from international/regional and national evidence, determine the implementation features of refugee responses that limit or enhance spatial and temporal actions. existing programs that may limit the employment and earnings impacts of the reviewed programs. The literature reviews to draw lessons will consider relevant studies and program documents, including interviews and discussions with relevant key stakeholders;
- Prepare outline of the action plan and guidelines, including defining field visits and analytical studie
- Field-based consultations and analytical studies at the same time for the preparation formulation of action plan and the preparation implementation guidelines. For the five regions and the refugee operational areas, discuss, assess and identify context specific issues, appropriate interventions, implementation modalities. The consultations and assessment will be complemented by focused group interviews of refugees and host communities, local level actors to obtain a full picture of the features of refugee response and host communities support, implementation modalities, etc;
- Determine the contents of action plans and implementation guidelines based on the lessons drawn from the desk review and field-based consultations, assessments and analytical works;

- Set result framework, including baseline and targets, and prepare action plan. Preparation of guidelines goes hand in hand with the action plan preparation;
- Consultation on the action plan and implementation guidelines to gather additional inputs and validate the products;
- Preparation and submission of Area-Based and national Action Plans and Implementation Guidelines Documents.

V. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

The IC will be supported by a Country Office-based core team comprising of the Team Leader Inclusive Growth and Sustainable Development, Team Leader (Governance), Programme Specialist (Governance) and Disaster Risk Management Specialist. It will also receive support from the Programme Officer and Programme Assistant (Emergency Livelihoods Project-Gambella).

VI. LOGISTICS AND ADMINISTRATIVE SUPPORT TO PROSPECT IC

UNDP will be responsible for

- a. Local travel arrangements to Regions (out of Addis Ababa);
- b. Arrangement of meetings and workshop(s) related to the assignment.

VII. DURATION OF THE WORK¹

The engagement of the IC will be for three months. It should be combined with technical assistance of the national consultant.

VIII. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR (IC)

Academic Qualification:

The International Program Design/Development Specialist must have advanced university degree (at least master's degree) in program management, rural development, development economics, agriculture, public policy, or other relevant social sciences. Areas of specialization could include: economic development, environmental planning, land use and comprehensive planning.

Experience:

- A minimum of 10 years of experience in the rural development sector, designing and managing multi-stakeholder complex programs in a developing country including in crisis and complex contexts, at the international level;
- Proven experience of designing complex programme and preparing implementation guidelines, funded by multilateral (e.g. the World Bank) and bilateral organizations;
- Practical exposure to relief-development nexus – e.g. food security, livelihoods, job creation, social/business enterprise development, value chain, etc.);
- Relevant professional experience, including international experience, in rural development, policy analysis, and project development/management. The successful candidate will have experience in a range of issues/themes – rural/urban linkages, provision of socio-economic services through a system of settlements, sector analysis, project/programme planning, management, monitoring and evaluation;

¹ The IC modality is expected to be used only for short-term consultancy engagements. If the duration of the IC for the same TOR exceeds twelve (12) months, the duration must be justified and be subjected to the approval of the Director of the Regional Bureau, or a different contract modality must be considered. This policy applies regardless of the delegated procurement authority of the Head of the Business Unit.

- Previous experience in protracted refugee and influx programming is highly desirable;
- Facilitation and training skills highly desirable;
- Experience in project design, implementations and evaluation.

Language:

Fluency in English with excellent written and oral communications skills. Knowledge of the local language is an asset.

Other:

- Experience in the usage of computers and office software packages (MS Word, Excel, etc.)
- Advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems and ERP financials, preferably PeopleSoft would be an added advantage.

Competencies

Corporate Capacities

- Ability to lead the design and implementation of UNDP programme activities, strengthening of strategic partnerships for early recovery;
- An understanding of the current political and economic policies in Ethiopia and in the horn;
- In-depth practical knowledge of programmatic issues regarding transition from humanitarian assistance and relief to recovery/resilience;
- Strong knowledge of community-based economics development and poverty related issues and approaches.

Technical/Functional Skills

- In-depth practical knowledge of programmatic issues regarding transition from relief to recovery;
- Strong knowledge of community-based economics development and poverty related issues and approaches;
- Ability to lead the design and implementation of UNDP programme activities, strengthening of strategic partnerships for early recovery in a protracted crisis setting;
- Ability to build and sustain effective partnerships with UN agencies and advocate effectively, communicate sensitively about CRRF;
- Understanding of the region, cultures, and economic conditions.

Managerial

- Excellent communication, interpersonal and liaison skills;
- Ability to work under pressure and travel to multiple sites in remote locations;
- Good participatory skills, including the ability to foster teambuilding and facilitate meetings or workshops.

Behaviour

- Ability to work in harmony with persons of different national and cultural backgrounds.

Functional Competencies

- Knowledge and/or special skills such as analytical skills, conceptual, leadership, report writing, research skills, presentation skills, decision making, communications abilities, teamwork, working in diversity, emotional intelligence, ... which will prove to be advantageous and vital to the success of the work implementation, especially if the assignment's setting/situation is unique or has peculiarities (e.g., communication skills and teamwork, familiarity with the key issues confronting refugees and host communities).

IX. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual 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 are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max.
Point Technical Competence (based on CV, proposal & Interview (if required))	70%	100
• Criteria a. Minimum educational background		10
• Criteria b. Experience in similar projects and contracts		15
• Criteria c. Understanding the Scope of Work and Methodology		30
• Criteria d. Analytical and Communication Skills		15
Financial (Lower Offer/Offer *100)	30%	30
Total Score= Technical Score *70% + Financial Score * 30%		

X. PAYMENT MILESTONES AND AUTHORITY

Instalment of Payment/Period	Deliverables or Documents to be Delivered	Approval should be Obtained	Percentage of Payment
1 st Instalment	Inception Report	UNDP/ARRA	20%
2 nd Instalment	Regional plans and budgets	UNDP/ARRA	20%
3 rd Instalment	National plan, consolidating the regional plans, budgets and results and resources framework	UNDP/ARRA	30%
4 th Instalment	NCRRS-NAP Implementation Guidelines	UNDP/ARRA	30%

XI. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested consultants with renewed license and TIN must submit the following documents/information to demonstrate their qualifications:

1. Technical Proposal explaining why the applicant is the most suitable candidate for the work and providing a brief methodology on how they will approach and conduct the work (including a break-down of working days). The consultancy will be conducted with 90 days. The applicant/s must attach CVs of experts including experience in similar projects and at least 3 references;
2. Financial proposal (including professional fees and travel costs).

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly; your Technical Proposal document must have at least the following preferred content and shall follow its respective format/sequencing as follows:

Proposed Table of Contents	Page
TECHNICAL PROPOSAL COVER PAGES	
Cover Page (use the template hereto)	
Cover Letter (use the template hereto)	
Statement of Declaration (use the template hereto)	
SECTION I. TECHNICAL PROPOSAL SUBMISSION FORM	
1.1. Letter of Motivation;	
1.2. Proposed Methodology;	
1.3. Experience in similar consultancy and/or project;	
1.4. Implementation Timelines;	
1.5. List of Personal Referees;	
1.6. Bank Reference.	
SECTION II. ANNEXES	
Annex a. Duly Signed Offeror's Letter to UNDP confirming Interest and availability (use the template hereto).	
Annex b. Duly Signed CV	
Documentation Checklist (please refer to the checklist attached hereto)	
XII. ETHICAL CONSIDERATIONS, CONFIDENTIALITY AND PROPRIETARY INTERESTS	
<ul style="list-style-type: none"> The consultant needs to apply standard ethical principles during the evaluation. Some of these must deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders. The consultant 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. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP. 	
XIII. ANNEXES TO THE ToR	
<ul style="list-style-type: none"> Existing literature or documents that will help Offeror's gain a better understanding of the project situation and the work required should be provided as annex to the ToR, especially of such literature or documents are not confidential. 	
XIV. HOW TO APPLY	
Interested consultant with required qualification and experience must submit the following documents/information to demonstrate their qualifications:	
<ul style="list-style-type: none"> Technical Proposal explaining why the applicant is the most suitable candidate for the work and providing a brief methodology on how he/she will approach and conduct the work (including a break-down of working days). The consultancy will be conducted within three months; The applicant/s must attach CV including past experience in similar projects and indicating at least 3 references; Financial proposal (including professional fees and travel costs), separate from the Technical Proposal. Application procedures can be down-loaded from UNDP web-site. 	

OFFEROR'S LETTER TO UNDP CONFIRMING INTEREST AND AVAILABILITY FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT

Date _____

(Name of Resident Representative/Bureau Director)
United Nations Development Programme
(Specify complete office address)

Dear Sir/Madam:

I hereby declare that:

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- b) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- c) 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;
- d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 *[delete this item if the TOR does not require submission of this document]*;
- e) I hereby propose to complete the services based on the following payment rate: *[pls. check the box corresponding to the preferred option]*:
 - ☐ An all-inclusive daily fee of *[state amount in words and in numbers indicating currency]*
 - ☐ 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.
- f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- g) 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;
- h) This offer shall remain valid for a total period of _____ days *[minimum of 90 days]* after the submission deadline;
- i) 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]*;
- j) 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:

k) 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

- ☐ I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposa:

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- l) 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.
- m) ***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.
- n) 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 *[pls. check all that applies]:*

- ☐ CV or Duly signed P11 Form
- ☐ Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- ☐ Brief Description of Approach to Work (if required by the TOR)

BREAKDOWN OF COSTS SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

A. **Breakdown of Cost by Components:**

Cost Components	Unit Cost	Quantity	Total Rate for the Contract Duration
I. Personnel Costs			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
II. Travel Expenses to Join duty station			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
III. Duty Travel			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

B. Breakdown of Cost by Deliverables*

Deliverables <i>[list them as referred to in the TOR]</i>	Percentage of Total Price (Weight for payment)	Amount in USD
Deliverable 1-20%	Inception Report	
Deliverable 2-20%	Regional plans and budgets	
Deliverable 3-30%	National plan, consolidating the regional plans, budgets and results and resources framework	
Deliverable 4-30%	NCRRS-NAP Implementation Guidelines	
Total	100%	USD

**Basis for payment tranches*