



**INDIVIDUAL CONSULTANT PROCUREMENT NOTICE**  
**National Consultant – Lead Consultant for the Final Evaluation of Nepal Climate Change Support Programme**

Reference No.: UNDP/PN/38/2019

Date: 01 November 2019

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**Country: NEPAL**

**Description of the assignment:** Climate change and its adverse effects to the world has been a global issue and for Nepal, it poses huge challenges, especially the poor and vulnerable. Nepal is highly prone to floods and landslides. Recurring floods/landslides have pushed many vulnerable communities to a precarious situation. Nepal ranks fourth in the global climate risk index of the most vulnerable countries.

Considering the need for immediate actions, Ministry of Forest and Environment/Government of Nepal initiated Nepal Climate Change Support Programme (NCCSP) in 2013 implementing local adaptation plans (known as LAPAs) to address the most urgent and immediate needs in 100 villages covering 14 districts. The initial phase of NCCSP was implemented from 2013 to 2017. Continuing these efforts, in the changed federal context, MoFE/GoN has led the implementation of Nepal Climate Change Support Programme 1-Transition Extension and has supported the selected 14 local bodies of 14 districts in preparing and implementing climate resilient development projects in 2018/2019. During the FY 2018/2019, NCCSP 1-TE has supported the 14 local governments in preparing and implementing climate resilient development projects (CRDPs) in 2018/19. These CRDPs are drawn from the local government's own plan without being a separate parallel projects and mainly include activities related to irrigation, road improvement, water supply, and landslide control. DFID has provided the financial support to implement the CRDPs with technical assistance of UNDP.

**Project name: Nepal Climate Change Support Programme (NCCSP)**

**Period of assignment/services (if applicable):** 13 November-25 Dec 2019 (25 Days)

Proposal should be submitted by email to [procurement.np@undp.org](mailto:procurement.np@undp.org) not later than **1730 hours (Nepal Standard Time) of 07 November 2019** mentioning reference No. **UNDP/PN/38/2019 – Lead Consultant for the Final Evaluation of Nepal Climate Change Support Programme**

Any request for clarification must be sent in writing, or by standard electronic communication to the e-mail: [query.procurement.np@undp.org](mailto:query.procurement.np@undp.org) mentioning Procurement Notice Ref: **UNDP/PN/38/2019: Lead Consultant for the Final Evaluation of Nepal Climate Change Support Programme**, on or before 04

**November 2019.** The procurement unit will respond in writing, including an explanation of the query without identifying the source of inquiry, to all consultants or via bulletin published on the UNDP website: <http://www.np.undp.org/content/nepal/en/home/operations/procurement.html>. Inquiries received after the above date and time shall not be entertained.

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## 1. BACKGROUND

The initial phase of Nepal Climate Change Support Programme (NCCSP) initiated in 2013 ended in mid-July 2017. NCCSP continued under transitional arrangements in 14 districts through UNDP Technical Assistance to understand the changed federal context of Nepal. The transitional phase runs up until December 2019. In the meantime, in view of new federal set up with three spheres of government system in place (local, provincial and federal) and based on the learnings from NCCSP implementation, DFID has designed the second phase-NCCSP 2.

The overall goal of NCCSP 1-Transition Extension is to pilot and document the approaches to climate resilient development based on the implementation experiences of climate resilient development projects and capacity development efforts in 14 local governments. The Local Government Operation Act (2074) entrusts the local government with the authority to manage development plans and projects, environment protection (including climate change adaptation) and disaster risk management.

The development of a learning and knowledge product is particularly important to document the learnings of the project with the changed implementation modality guided by the changed federal context of Nepal and the learnings of the earlier phase of NCCSP (2013-17), which will contribute to inform the scale-up, particularly, the second phase—NCCSP 2.

## 2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

For detailed information, please refer to Annex 1

## 3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

### I. Lead Evaluator should have following qualification:

- At-least Master degree in environment science, natural resource management or relevant subjects
- Minimum 8 years of relevant professional experience in climate change and environment related issues along with conducting evaluation of projects
- Demonstrated ability to work with government agencies and development partners.
- Familiarity with Nepal's climate change policy and programs will be a useful asset
- Previous work experience with United Nations or other multilateral/bilateral development assistance agencies is a useful asset.
- Experience leading multi-disciplinary teams in high stress. Ability to meet short deadlines.

### II. Competencies:

The team should ideally have the following competencies and attributes:

#### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment

**Functional Competencies:**

- Competence in Adaptive Management, as applied to conservation or natural resource management;
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results

**4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.**

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

- Offeror's Letter to UNDP Confirming Interest and Availability for the Individual Contractor (IC) Assignment
- A cover letter with a brief presentation of your consultancy explaining your suitability for the work;
- A brief methodology on how you will approach and conduct the work

**Note:**

- Applicants of 65 years or more require full medical examination and statement of fitness to work to engage in the consultancy
- The candidate has to be an independent consultant (If the candidate is engaged with any organization, the organization employing the candidate will be issued with a Reimbursable Loan Agreement (RLA) to release the employee for the consultancy with UNDP.)
- Due to sheer number of applicants, the procurement unit will contact only competitively selected consultant.

**2. Financial proposal**

**3. Personal CV including past experience in similar projects and at least 3 references**

**5. 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).

**6. EVALUATION**

Individual consultants will be evaluated based on the following methodologies:

Cumulative analysis

*When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:*

- 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.*

\* *Technical Criteria weight; 70%*

\* *Financial Criteria weight; 30%*

*Only candidates obtaining a minimum of 49 point would be considered for the Financial Evaluation*

<b>Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b>B.1 Proposed Technical Evaluation Criteria</b>		
<i>Academic Qualification (20)</i>	20%	20
<i>Relevant Experiences &amp; Demonstrated ability to work with government agencies and development partners (20)</i>	20%	20
<i>Familiarity with Nepal's climate change policy and programs</i>	30%	30
<b>B.2 Financial Evaluation Criterion:</b>	30%	30

Contract will be awarded to the technically qualified consultant who obtains the highest combined score (financial and technical). The points for the Financial Proposal will be allocated as per the following formula:

$$\frac{\text{Lowest Bid Offered} *}{\text{Bid of the Consultant}} \times 30$$

\* “Lowest Bid Offered” refers to the lowest price offered by Offerors scoring at least 70% points in technical evaluation.

## **ANNEX**

### **ANNEX 1- TERMS OF REFERENCES (TOR)**

### **ANNEX 2- INDIVIDUAL CONSULTANT GENERAL TERMS AND CONDITIONS**

## **TERMS OF REFERENCE**

**For**

### **Final Evaluation of Nepal Climate Change Support Programme**

#### **PROJECT BACKGROUND**

Climate change and its adverse effects to the world has been a global issue and for Nepal, it poses huge challenges, especially the poor and vulnerable. Nepal is highly prone to floods and landslides. Recurring floods/landslides have pushed many vulnerable communities to a precarious situation. Nepal ranks fourth in the global climate risk index of the most vulnerable countries.

Considering the need for immediate actions, the then Ministry of Science, Technology and Environment (now Ministry of Forest and Environment) initiated Nepal Climate Change Support Programme (NCCSP) in 2013 implementing local adaptation plans (known as LAPAs) to address the most urgent and immediate needs in 100 villages covering 14 districts. The initial phase of Nepal Climate Change Support Programme (NCCSP) initiated in 2013 ended in mid-July 2017. Continuing these efforts, with the changed federal context, MoFE/GoN has led the implementation of Nepal Climate Change Support Programme 1-Transition Extension and has supported the selected 14 local bodies of 14 districts in preparing and implementing climate resilient development projects in 2018/2019. During the FY 2018/2019, NCCSP 1-TE has supported the 14 local governments in preparing and implementing climate resilient development projects (CRDPs) in 2018/19. These CRDPs are drawn from the local government's own plan without being a separate parallel projects and mainly include activities related to irrigation, road improvement, water supply, and landslide control. DFID has provided the financial support to implement the CRDPs with technical assistance of UNDP.

#### **PROJECT OBJECTIVES AND OUTPUTS**

NCCSP is a flagship programme addressing the needs of climate vulnerable population in Nepal, led by Ministry of Forest and Environment/Government of Nepal (MoFE/GoN) with the technical assistance of UNDP and financial support of DFID.

The overall goal of the NCCSP is to contribute in ensuring that the poorest and most vulnerable communities in Nepal are able to adapt to the negative effects of climate change. The first phase intended to achieve following outputs:

- LAPAs implemented on time and on budget in ways that deliver effective adaptation services to the satisfaction of the most vulnerable
- Local and regional mechanisms to implement and promote scalable adaptation and resilience measures are put in place
- Institutional and financing mechanisms of the GoN established/further developed for supporting Climate Change Adaptation

The transition phase of the programme aims to pilot and document the approaches to climate resilient development based on the implementation experiences of climate resilient development projects and capacity development efforts in 14 local bodies. The intended outputs of the transition phase are:

- Climate Resilient Development Projects identified (approx. 1-7) and implemented in each of 14 local bodies and provisions for their operation and maintenance as agreed by the Palikas
- Overall capacity of the selected 14 Palikas for climate responsive planning and implementation including maintenance, financial management, quality assurance, procurement, fiduciary risk management, and social accountability enhanced for implementation of climate resilient development projects
- Learning and evidences documented to inform Nepal's climate adaptation framework, strategy and guidelines (as required) to support planning and implementation of climate resilient development initiatives.

## EVALUATION OBJECTIVES AND SCOPE

The objectives of the evaluation are to assess the achievement of the project results, and to draw lessons and recommendations that can aid in the overall enhancement of future program designing and implementation. Specific objectives of the evaluation includes:

- i. Assessment of achievements of project design, implementation, and project outputs and results, considering the relevance, effectiveness, efficiency and sustainability
- ii. Evaluation of impact and sustainability of results, including building communities' resilience to climate change, consideration of GESI/LNOB aspects, contribution to policy and planning framework, institutional framework, capacity building of the communities and the local government
- iii. Documentation of lessons learnt and provide recommendations and evidences to support design and implementation of similar projects in future

## EVALUATION APPROACH AND METHOD

The evaluator will be responsible for the final evaluation and development of the evaluation report. The evaluation should build upon the available project literatures, field visits, interviews and discussions, which would provide an opportunity for more in-depth analysis and understanding of Nepal Climate Change Support Programme. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability and impact.

The evaluator must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, project team, UNDP Country Office and key stakeholders.

Therefore, the evaluator will work closely with UNDP Country team and project team to undertake the evaluation adopting following approaches:

- *Review of documents:* The evaluator is expected to review the project document, project reports including Annual Progress Reports, review report, results framework, publications, strategic documents, policies, and other materials that the evaluator considers useful for this evidence-based assessment.
- *Field Visits:* The evaluator is expected to conduct field visits in at least 3 project districts and project sites.
- *Community Discussions:* The evaluator is expected to conduct discussions with the local communities and beneficiaries.
- *Consultative Meetings:* The consultative meetings will be conducted with UNDP, Ministry of Forest and Environment, Municipalities/Rural Municipalities in the field and the central level as relevant.

## EVALUATION CRITERIA AND RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see **Annex 1**), which provides the performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability, and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation report.

<b>Evaluation Ratings:</b>			
<b>1. Monitoring &amp; Evaluation</b>	<b>Rating</b>	<b>2. Technical Assistance and Implementation Agency Execution</b>	
M&E Design at entry		Quality of UNDP TA	
M&E Plan Implementation		Quality of Implementation Agency-MoFE	
Overall Quality of M&E		Overall quality of implementation	
<b>3. Assessment of Outcomes</b>	<b>Rating</b>	<b>4. Sustainability</b>	
Relevance		Financial Resources	
Effectiveness		Socio-political	
Efficiency		Institutional Framework and governance	
Overall Project Outcome Rating		Environmental	
		Overall likelihood of sustainability	

## PROJECT FINANCE / CO FINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co- financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data.

## MAINSTREAMING

The evaluation will assess the extent to which the project has successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and GESI/LNOB.

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

## IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Nepal. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team.

The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## EVALUATION TIMEFRAME

The total duration of the evaluation will be 25 working days according to the following plan:

Activity	Timing	Dates
<b>Preparation/Inception Report</b>	2 days	November 15, 2019
<b>Evaluation Mission</b>	15 days	November 16-30, 2019
<b>Draft Evaluation Report</b>	5 days	December 5, 2019
<b>Final Report</b>	3 days	December 9, 2019

## EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverables	# Days
1. An <i>inception report</i> reflecting detailed work plan, review methodology including review framework and tools (questionnaires, guiding questions, checklists and all details) and Presentation on the same.	2 days
2. Submission of <i>preliminary findings with presentation</i> after all consultations, field visits	15 days
3. Submission of a <i>draft evaluation report</i> including presentation.	5 days
4. Submission of a <i>final report</i> incorporating comment /feedbacks on the draft report.	3 days

## TEAM COMPOSITION & REQUIRED COMPETENCIES

The evaluation team will be composed of one Lead Evaluator and one Assistant Evaluator. The will be responsible for ensuring overall quality and finalizing the report. The evaluators shall have prior experience in evaluating similar projects. Experience with climate change related projects would be an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

### Lead Evaluator should have following qualification:

- At-least Master degree in environment science, natural resource management or relevant subjects
- Minimum 8 years of relevant professional experience in climate change and environment related issues along with conducting evaluation of projects
- Demonstrated ability to work with government agencies and development partners.
- Familiarity with Nepal's climate change policy and programs will be a useful asset
- Previous work experience with United Nations or other multilateral/bilateral development assistance agencies is a useful asset.
- Experience leading multi-disciplinary teams in high stress. Ability to meet short deadlines.

### Assistant Evaluator should have following qualification:

- At-least a Master degree in environment science, natural resource management Social Science, Gender studies or relevant subjects
- At least 5 years of professional working experience in their relevant field, specifically two years in Gender mainstreaming, project evaluation



- Experience of project evaluation and clear understanding of climate change and cross cutting issues including livelihood, gender issues and holistic and integrated planning approach
- Previous experience with results-based monitoring and evaluation methodologies;
- Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusions

### **Competencies**

The team should ideally have the following competencies and attributes:

#### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism;
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment

#### **Functional Competencies:**

- Competence in Adaptive Management, as applied to conservation or natural resource management;
- Ability to plan and organize his/her work, efficient in meeting commitments, observing deadlines and achieving results

### **EVALUATOR ETHICS**

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

#### **1. Schedule of Payment**

The payments will be delivery-based on progress submitted by consultant as follows:

<b>Instalments</b>	<b>Milestone</b>	<b>Payments</b>
1st	Submission of inception Report	15 Nov (30% of the total contract amount)
3rd	Final Report Submission	9 Dec (70% of the total contract amount)

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

**UNDP/PN/38/2019 : National Consultant – Lead Consultant for the Final Evaluation of Nepal Climate Change Support Programme**

Date \_\_\_\_\_

United Nations Development Programme  
UN House  
Pulchowk,  
Lalitpur, Nepal

Dear Sir/Madam:

I hereby declare that:

I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of **National Consultant – Lead Consultant for the Final Evaluation of Nepal Climate Change Support Programme**

- A) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- B) I hereby propose my services and I confirm my interest in performing the assignment through the submission of **my CV reflecting date of birth** which I have duly signed and attached hereto as Annex 1;
- C) 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.
- D) 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.

- E) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- F) 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;
- G) This offer shall remain valid for a total period of \_\_\_\_\_ days *[minimum of 90 days]* after the submission deadline;

H) 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];*

I) If I am selected for this assignment, I shall *[please 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:

J) 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 proposal:

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

K) 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.

L) ***If you are a former staff member of the United Nations recently separated, please 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.

M) 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.

- O) Are any of your relatives employed by UNDP, any other UN organization or any other public international organization?

YES ☐ NO ☐ If the answer is "yes", give the following information:

Name	Relationship	Name of International Organization

- P) Do you have any objections to our making enquiries of your present employer?

YES ☐ NO ☐

- Q) Are you now, or have you ever been a permanent civil servant in your government's employ?

YES ☐ NO ☐ If answer is "yes", WHEN?

- R) REFERENCES: List three persons, not related to you, who are familiar with your character and qualifications.

Full Name	Full Address	Business or Occupation

- S) Have you been arrested, indicted, or summoned into court as a defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law (excluding minor traffic violations)?

YES ☐ NO ☐ If "yes", give full particulars of each case in an attached statement.

I certify that the statements made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that any misrepresentation or material omission made on a Personal History form or other document requested by the Organization may result in the termination of the service contract or special services agreement without notice.

DATE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

NB. You will be requested to supply documentary evidence which support the statements you have made above. Do not, however, send any documentary evidence until you have been asked to do so and, in any event, do not submit the original texts of references or testimonials unless they have been obtained for the sole use of UNDP.

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**Annexes *[please check all that applies]:***

- ☐ CV shall include Education/Qualification, Professional Certification, Employment Records /Experience
- ☐ 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<sup>1</sup>**  
**SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

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

Cost Components	Quantity	Unit Cost (NPR)	Total Rate for the Contract Duration
<b>I. Personnel Costs</b>			
Professional Fees	25 days		
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>II. Travel<sup>2</sup> Expenses to Join duty station</b>			
Round Trip Airfares to and from duty station	N/A		
Living Allowance	N/A		
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>III. Duty Travel</b>			
Round Trip Airfares	N/A		
Living Allowance	N/A		
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>Total</b>			
<b>IV. Field visits outside duty station</b>	Applicable travel and other associated cost will be borne by UNDP for field missions, outside duty station, if any.		

**B) Breakdown of Cost by Deliverables\***

Deliverables	Percentage of Total Price (Weight for payment)	Amount
<b>Deliverable 1</b> - Submission of inception Report	30%	
<b>Deliverable 2</b> - Final Report Submission	70%	
<b>Total</b>	100%	.....

*\*Basis for payment tranches*

<sup>1</sup> The costs should only cover the requirements identified in the Terms of Reference (TOR)

<sup>2</sup> Travel expenses are not required if the consultant will be working from home.