

## International Consultant Procurement Notice

### Multidisciplinary Water Resources Analysis and Transboundary Negotiations Training Expert

Project/Outcome Information		
Project title and Outcome title	Catalytic Climate Action in Iraq Project  UNSDCF OUTCOME INVOLVING UNDP: 4.1. Strengthened and resourced policies and frameworks are implemented for managing natural resources (including transboundary issues), developing renewable resources, and increasing resilience to climate change, environmental stress and natural hazards, and human-induced and natural disasters.  Goal 13: Take urgent action to combat climate change and its impacts.  TARGET_13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	
Atlas ID	00139778	
Country	Iraq	
Geographical coverage	Nationwide.	
Date Project document signed	December 2021	
Project dates	<b>Start</b>	<b>Planned end</b>
	1 <sup>st</sup> January 2022	31 <sup>st</sup> March 2024
Project budget (USD)	2,1330,000	
Resources mobilized (as of 30 November 2021)	2,1330,000 USD	
Funding source	United Kingdom	
Implementing party	United Nations Development Programme	
Assignment Start Date	20 <sup>th</sup> February 2022	

#### 1. Project Background

Classified as a “high water-stressed” country<sup>1</sup> by the World Resources Institute, Iraq faces mounting social, economic and political pressures due to water scarcity and climate change. Conditions in southern Iraq are particularly acute. Drinking water shortages resulting from reduced transboundary water flows, reduced precipitation and scarcity due to climate change, polluting of water sources/rivers and high salinity levels in water have led to devastating socio-economic impacts upon public health, sanitation, water and food security, agricultural production<sup>2</sup> and biodiversity in Iraq. The water scarcity and pollution effects all Iraqis, however some groups are more vulnerable. Most vulnerable groups including rural communities, urban poor and slum dwellers, minorities, farmers, women and children are particularly affected by the growing water crisis. Shortage of potable water was the primary trigger behind civil protests in September 2018

<sup>1</sup> 'World's 36 Most Water-Stressed Countries,' World Resources Institute, accessed February 24, 2019, <https://www.wri.org/blog/2013/12/world-s-36-most-water-stressed-countries>

<sup>2</sup> 'Water in Iraq Factsheet,' UN Iraq, accessed February 24, 2019, <https://reliefweb.int/sites/reliefweb.int/files/resources/Water-Factsheet.pdf>

when weeks long violent protests erupted in Basra<sup>3</sup> which led to clashes between protestors and security forces leading to killing of many protestors and losses to property.

The flows in Tigris, Euphrates and Shat Al-Arab rivers have also reduced due to building of new reservoirs upstream and it has serious consequences for water availability and socio-economic and environmental development in Iraq. As per an estimate by the Geneva Water Hub at the University of Geneva, the flows to Iraq have reduced from about 30.6 Billion Cubic Meter (BCM) in 1974 to 4 BCM in 2021.

Many sectors have been seriously affected by the reduced water flows, including household water supply, agriculture, health, environment and industry. Against a backdrop of growing population, urbanization and desertification, the reducing water levels in the Iraqi rivers present ominous scenarios for sustainable development in the country.

## **2. Purpose, Scope and Objectives**

**2.A.** The purpose of multidisciplinary analysis is to create a knowledge base on Iraq's water needs, current availability from ground and surface sources including from the Tigris, Euphrates, Diyala, Shat Al-Arab and other rivers, identify gaps in water supply to key sectors, and impact of water shortage on key sectors i.e. drinking water supply, food security, sanitation/health, agriculture, environment and ecosystems and displacement. The analysis shall play a critical role in educating Iraqi officials and communities about the future water supply and demand scenarios and help the decision makers to devise strategies to deal with the growing water shortages in different sectors and reduce their impact. The analysis shall also help Iraq to prepare a strong case for dialogue with other riparian countries and the need for reviewing the existing water flows to downstream.

**2.B.** The purpose of training is to strengthen technical knowledge and skills of the Iraq government officials on transboundary water resources management laws, dispute resolution mechanisms and negotiations with riparian countries.

### **2.1. Purpose of the Multidisciplinary Water Resources Analysis**

The multidisciplinary water resources analysis is being undertaken to enable the Government of Iraq and especially the Ministry of Water Resources (MoWR) to effectively plan and manage the water resources, and adopt necessary strategies to increase water supply from different sources, reduce water shortages to different sectors, ensure equitable supply to different social segments and minimize the negative impact of water scarcity upon social, economic and environmental development.

The effective management of water resources shall help the Government of Iraq to address issues related to supply of safe drinking water, food security, agricultural development, ecosystem and biodiversity preservation, sanitation and health and protection of human rights of different social segments in a gender sensitive manner.

### **2.2. Scope of Multidisciplinary Analysis and Negotiation Skills Training**

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<sup>3</sup> 'Water shortages fuel ongoing protests in Basrah, Iraq,' BBC, accessed February 24, 2019, <https://www.bbc.com/news/av/world-middle-east-45626170/water-shortages-fuel-ongoing-protests-in-basra-iraq>

In order to prepare Iraq's negotiation team to conduct meaningful negotiations with the upper riparian countries, a Multidisciplinary analysis of water needs, supply, gaps and impact would be conducted with futuristic scenarios based upon climate change effects. And an advanced training on international water laws, and mechanisms and on advanced negotiation skills shall be conducted.

**2.2.A. Multidisciplinary analysis** will assess the overall needs, supply/availability, gaps/scarcity, impact of the scarcity and future scenarios for Iraq with specific focus on the; i) drinking water supply, ii) sanitation/health, iii) agriculture (both rainfed and irrigated), iv) food security, v) environment, ecosystems, and biodiversity, vi) and industrial sectors.

As part of the environmental analysis, the assessment will specifically analyze the scenarios for marshlands in south of Iraq, and biodiversity hotspots in Iraq along the Tigris and Euphrates River basins, as to how these have been affected in the past due to reduced flows and what are the scenarios going forward with the existing flows, further reduction from climate change or with increased transboundary flows. Also, the trends for desertification in response to different water supply scenarios will be studied and their impact upon agriculture, environment, and settlements.

Furthermore, as part of the agriculture, food security and desertification analysis, the trends of displacement and rural to urban migration will be analyzed among the rural, predominantly agrarian communities both in the northern Iraq and in the south.

The analysis will assess the status of current water availability including from ground water, rainfall, and transboundary sources, as well as gaps in supply and the impact of water scarcity upon the target sectors. Historical changes in flows in the Tigris and Euphrates rivers to Iraq will be studied and assessment will be provided on water inflows essential to meet the overall needs and for the targeted sectors.

Since climate change is a critical driver behind rainfall patterns in the target river basins, which could have severe adverse consequences upon water availability in the river basins and flows to Iraq, therefore, the analysis will use inputs from existing hydrological modelling to provide scenarios of changing rainfall patterns, water availability, scarcity, and impact in Iraq. The scenarios will be produced for the next twenty-years period. The availability of this futuristic picture would put Iraq's negotiators on even stronger footing to present their case to the upper riparian countries.

The analysis will prepare and include an estimate of the economic costs of water scarcity related losses in different sectors which result from loss of opportunity, damage to natural environment, or in terms of extra costs for basic necessities, goods and services, i.e., agriculture, health, food security, environment, biodiversity, industry etc. The assessment shall include current losses and expected future losses.

In addition to studying the water needs, supply and impact, the analysis will take into account current water management practices in Iraq in the given sectors and identify areas of improvement and make recommendations to the Government of Iraq as to how it can increase its water supply by more effective management of water resources. Recommendations will include relevant technologies and approaches that Iraq could adopt, the bottlenecks in so doing and the related costs

While men have a greater participation in certain affected sectors, i.e., agriculture and industry, the women play a critical role in managing drinking water, cooking, feeding, sanitation, and patient care in families.

Women in certain areas of Iraq also participate in supporting agricultural activities and environmental resources, e.g., marshlands, green-belts, and ecosystems. Thus, the impact of water scarcity and its consequences need to be studied in a gender-sensitive manner so as to offer a nuanced analysis and recommendations. In order to facilitate a gender-sensitive analysis, the analysis team will include a gender and development specialist to generate evidence on how water scarcity effects men and women differently and what gender specific policies and strategies could be adopted to address these differential effects.

A multidisciplinary team of specialists will conduct the analysis using a variety of research methods and sources, including secondary data from relevant ministries/departments, satellite imagery/ areal-photos, site surveys, interviews with decision-makers, community surveys and focused group discussions. The experts will include meteorologists, agriculturists, public health specialists, hydrologists, environmentalists, urban planners, industrial experts, livelihoods and food security and gender equality specialists among others.

**2.2.B.** The **training** on transboundary water resources laws, mechanisms and negotiation skills shall include: water in 2030 sustainable development agenda, hydro-politics in governance of transboundary waters, international water law, international mechanisms for settling of water disputes, conflict management technical, advanced negotiations techniques and tools.

### **2.3 Analysis and Training Objectives**

- Establish a baseline on existing water supply to Iraq both from ground and surface water sources, including from the transboundary river flows;
- Determine the water needs for priority sectors including household consumption, agriculture, sanitation/health, environment and industry (beverage, oil, manufacturing, construction);
- Define the gaps in water supply and their impact upon different aspects of life including on drinking water supply, food security, displacement, eco-systems and biodiversity, agriculture, health and economy;
- Describe scenarios for the next twenty years in terms of Iraq's water needs, supply and gaps, and the options Iraq has to deal with different scenarios.
- To develop a gender-oriented water supply, needs, scarcity and impact profile of Iraq; analyzing the differential water needs of women and men, differences in availability, shortages/deficit faced by both genders, and the impact of water scarcity upon women and men.
- To strengthen the capability of Iraq's negotiation team to carryout successful dialogue and negotiations with upper riparian countries on governance of transboundary waters, including sustainable management of transboundary water resources and resolution of conflict/s.

## **3. The Team**

A multidisciplinary team of specialists is expected to conduct the analysis using a variety of research methods and sources, including secondary data from relevant ministries/departments, satellite imagery/ areal-photos, site surveys, interviews with decision-makers, community surveys and focused group discussions. The experts may include meteorologists, agriculturists, public health specialists, water

engineers, environmentalists, industrial experts, livelihoods and food security and gender equality experts among others.

Therefore, UNDP seeks a Team Leader for the assignment together with team members qualified in the relevant disciplines. The size of the team and the discipline/s of team members is a judgement call for the Team Leader.

It is crucial that experts with advanced knowledge and skills in negotiations on transboundary waters, design conduct and facilitate the training. Provided the level of knowledge and skills, they could be the same as the members of the multidisciplinary analysis team.

## 4. Methodology

**4.A.** The Assessment methodology<sup>4</sup> will include the following data collection tools:

- Desk review of relevant documents/data on water availability, needs, gaps and impact
- Interviews with key informants in the relevant sectors belonging to public, private and civil society, as well as with water experts
- Interviews with key informants from the international development partner agencies; i.e. United Nations agencies, NGOs and donors
- Community visits to meet affected groups; i.e. farmers, housewives, displaced, marshland tribes etc.
- Field visits to affected sites; such as biodiversity sites, drought prone areas, desertification sites etc

The assessment shall use a mixed method approach to collect data, including: i) desk reviews of key documents (such as: technical reports, policies, strategies, scientific studies), ii) interviews, and iii) community visits.

Triangulation of data shall be done through discussing multiple perspectives in order to strengthen the assessment findings from various aspects, and to facilitate validation of data through cross verification from different sources.

The visits to communities and field sites will remain subject to COVID-19 related guidelines and protection measures.

Field work related logistical arrangements within Iraq will be made by the UNDP. The consultant/s will be responsible for his own international travel and accommodation in Baghdad. Assistance will be provided by the UNDP Iraq in organizing local travel and facilitating schedule of interviews and visits, when and where required. If COVID-19 related international travel restrictions are not relaxed, the interviews will be conducted using virtual modalities and the visits to communities and field may be rescheduled or cancelled.

All analysis must be based on observed facts, evidence, and data. Findings should be specific and concise and supported by information that is reliable and valid. The final methodological approach including desk review, survey and interview schedule/field visits to be used in the assessment should be clearly outlined by the Consultant as part of the bid package, which could be later on revised based upon the field situation and in consultation with UNDP.

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<sup>4</sup> Please refer to the guidance: [https://www.usaid.gov/sites/default/files/documents/USAID-BHA\\_DRAFT\\_Emergency\\_ME\\_Guidance\\_April\\_2021.pdf](https://www.usaid.gov/sites/default/files/documents/USAID-BHA_DRAFT_Emergency_ME_Guidance_April_2021.pdf)

**4.B.** The training shall be a combination of theory, sharing of global experiences and practical sessions/workshops, where participants are facilitated to hone their dialogue and negotiation skills through simulations and role play in the classroom setting.

## **5. Assessment and Training Products (Key deliverables)**

The consultant is expected to deliver the following outputs/ deliverables.

- **Inception Report** : Based on the terms of reference (TOR) and the desk review outcomes, the consultant is expected to develop an inception report. The report shall include: i) list of literature review, ii) preliminary findings of the desk review, iii) schedule of activities, iv) list of target interviewees/departments, v) questionnaire/s for interviews, vi) questionnaires for community visits.
- **Multidisciplinary Water Analysis Report**: The report shall include a comprehensive quantitative and qualitative analysis of the water needs, supply/availability from different sources, gaps and the impact upon key sectors; household water supply, sanitation/health, displacement, bio-diversity/ecosystems, agriculture, industry. The report shall cover the following:
  - a) Establish a baseline on existing water supply to Iraq both from ground and surface water sources, including from the transboundary river flows;
  - b) Determine the water needs for priority sectors including household i) drinking water supply, ii) sanitation/health, iii) agriculture (both rainfed and irrigated), iv) food security, v) environment, ecosystems, and biodiversity, vi) industrial sectors, vii) desertification, viii) displacement.
  - c) Define the gaps in water supply and their impact upon different aspects of life including on drinking water supply, food security, displacement, eco-systems and biodiversity, agriculture, health and economy;
  - d) Based on hydrological modelling data describe scenarios for the next twenty years in terms of Iraq's water needs, supply and gaps, and the options Iraq has to deal with different scenarios. This shall also determine the impact of climate change on water supply/scarcity and the related scenarios for society, economy and environment;
  - e) Include an estimate of economic costs of water scarcity related losses in different sectors which result from loss of opportunity, damage to natural environment, or in terms of extra costs for basic necessities, goods and services. The assessment shall include both current losses and future loss scenarios.
  - f) The analysis must be done in a gender sensitive manner and include differential needs, gaps and impact upon men and women.

The report shall be revised to address any feedback and comments provided by the UNDP.

- **Briefing to the UNDP about the Assessment Results** the findings of analysis shall be presented to the UNDP management and the Energy, Environment and Climate Change team.

It should be noted that the above list of deliverables, together with the implementation time-frame (see section 8) might be subject to review and revision by UNDP in discussion with the Consultant in the event of unexpected changes to the context/ working environment in Iraq during the consultancy period.

In line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete it, due to circumstances beyond his/her control.

- **A five-days advanced training course** conducted for Iraq government officials in Erbil on water in international development agenda, international water laws, international water resource dispute mechanisms and procedures, and conflict resolution, management and negotiation skills for governance of transboundary water resources.

## **6. Management and implementation arrangements**

The assignment is commissioned by UNDP Iraq's Energy, Environment and Climate Change Pillar (EECC). The main UNDP Focal Point will be the Programme Manager (PM) for *Strengthening Iraq's Cooperation on Transboundary Water Resources Management* project of the EECC pillar. The PM will serve as the focal point to provide both substantive and logistical support to the Consultant/s. Assistance will be provided by the PM to make any refinements to the work plan of the selected Consultant/s (i.e. coordination with target entities, access to relevant documents, coordination and organization of interviews and field visits etc).

This TOR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the Consultant/s will be assessed by UNDP.

As part of the assignment:

- UNDP will provide office space with access to the internet and printer when in-country (Baghdad/Erbil).
- UNDP will provide the following list of additional documents to the selected Consultant
  - Any relevant reports on early warning system in Iraq
  - Documents on water resources management agriculture, environment
  - Reports and documents on drought risks and drought risk management in Iraq
  - Other relevant documents (including training manuals, technical guidelines etc)
  - UNDP will cover the costs of the training participants (including travel, accommodation, food, training venue, interpretation from English to Arabic and vice versa and logistics)
- The Consultant is expected to
  - Have/bring their laptops, and other relevant software/equipment.
  - use their own mobile and personal email address during the consultancy period, including when in-country.
  - make their own travel arrangements to fly to Baghdad and transportation arrangements outside work hours. UNDP will make arrangements for in-country travel from Baghdad to Erbil and any other locations, as required.
  - Calculate the costs of international travel for both the analysis and the training activities and include them in the proposal.
  - UNDP will make arrangements for interpretation services locally, as required.

## **7. Locations and timeframe for the Analysis and Training**

The detailed Assessment workplan will be agreed upon between the UNDP and the selected Consultant/s. The Assessment will take place between 20<sup>th</sup> February 2022 – 30<sup>th</sup> June 2022, including a combination of home-based work and one (1) in-country visit, which includes travel to Baghdad and Erbil. The security situation in each location will be reviewed to make a decision on the country visit. The assignment and final

deliverable are expected to be completed no later than 30<sup>th</sup> June 2022 with the details as described in the below table.

#### Indicative work plan—timeframe for deliverables

ACTIVITY	ESTIMATED # OF DAYS	EXPECTED DATE OF COMPLETION	PLACE
Inception Report	8 days	20 <sup>th</sup> February 2022	HOME BASED
Multidisciplinary Water Analysis Report	70 days	25 <sup>th</sup> June 2022	IRAQ AND HOME BASED
Briefing to UNDP on the Assessment Results	2 days	30 <sup>th</sup> June 2022	IRAQ
Transboundary Water Negotiation Skills Training	10 days	31 <sup>st</sup> March	IRAQ
<b>Estimated total workdays for the Assessment</b>	<b>90 days</b>		

#### 8. Deliverables and Payment Schedule

The consultant is expected to deliver the following deliverables. It should be noted that the following list of deliverables might be subject to review and revision by UNDP in discussion with the consultant in the event of unexpected changes to the context / working environment in Baghdad/ Iraq during the consultancy period. Payments will be made upon acceptance and approval by UNDP of the planned deliverables, based on the following tentative payment schedule:

Terms of Payment	Percentage (%)
<b>Upon the satisfactory completion and acceptance of Inception Report including:-</b> i) list of literature review, ii) preliminary findings of the desk review, iii) schedule of activities, iv) list of target interviewees/departments, v) questionnaire/s for interviews, vi) questionnaires for community visits.	20%
<b>Upon the satisfactory completion and acceptance of the Institutional Assessment Report covering following key aspects:</b> a. Existing water supply in Iraq both from ground and surface water sources, including from the transboundary river flows; b. Water needs for priority sectors including household consumption, agriculture, sanitation/health, environment and industry (beverage, oil, manufacturing, construction); c. Gaps in water supply and their impact upon different aspects of life including on drinking water supply, food security, displacement, eco-systems and biodiversity, agriculture, health and economy; d. Scenarios for the next twenty years in terms of Iraq's water needs, supply and gaps, and the options Iraq has to deal with different scenarios. e. Gender sensitive analysis on the differential needs, gaps and impact upon men and women. f. Recommendations for the Government of Iraq to deal with the growing water scarcity and the different scenarios over the next 20 years	50%

<b>Upon completion of briefing to UNDP on the Analysis Report and Results</b>	10 %
<b>Upon successful conduct of the training and submission of Training Report</b>	20%
<b>Total</b>	100 %

**\*N.B Travel and accommodation:**

*All envisaged travel costs must be included in the financial proposal. This includes all travel within country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.*

*In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant.*

*In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon in writing, between UNDP and selected Consultant prior to travel and will be reimbursed.*

## 9. Qualifications and required competencies

### Education

Master's degree in hydrology, agriculture, environmental management, climate change or in other relevant subjects. In addition, the Consultant must possess the relevant competencies listed below.

### Work Experience

- At least 10 years' experience in water resources management, analysis or advisory to governments or international organizations is required.
- At least 5 years of experience in research on water resources analysis, including needs, supply, gaps and impacts of water scarcity (using quantitative and qualitative methods) is required.
- Extensive experience in writing analytical and technical research reports, preferably on water resources management is required (samples of previous research reports and papers shall be submitted as part of the application);
- Experience of leading multidisciplinary teams in research is required.
- Experience of working with the United Nations or international development organizations is an asset.
- Experience of working in crisis countries is an asset
- Experience in the usage of office software packages (MS Word, Excel, etc) is required.

### Corporate Competencies

- Demonstrates commitment to the UN's values and ethical standards.
- Promotes the mission, vision and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly and with impartiality.

### Functional Competencies

- Consistently approaches work with energy and a positive, constructive attitude.
- Identifies priorities, allocates time and resources, foresees risks and allows for contingencies.
- Ability to work under pressure and to meet deadlines.
- Demonstrates excellent oral and written communication skills.
- Demonstrates openness to change and ability to manage complexities.
- Self-reliant and able to work as a part of a multi-cultural team in a stressful.
- Establishes and maintains productive partnerships with clients by gaining their trust and respect.

**Language**

- Fluency in spoken and written English with good report writing skills is required.
- Fluency in spoken Arabic will be considered as an advantage.

**Criteria for Evaluation of Technical Proposals**

Submitted proposals will be assessed using Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those application that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals

Evaluation Criteria		Max. Point 100	Weight
Technical	<b>Criteria A:</b> relevance and responsiveness of candidate’s past experience, Qualification based on submitted documents: <ul style="list-style-type: none"><li>○ Master’s degree in hydrology, agriculture, environmental management, climate change or in other relevant subjects (15 points)</li><li>○ At least 10 years’ experience in water resources management, analysis or advisory to governments or international organizations is required (10 points)</li><li>○ At least 5 years of experience in research on water resources analysis, including needs, supply, gaps and impacts of water scarcity (using quantitative and qualitative methods) is required (10 points)</li><li>○ Extensive experience in writing analytical and technical research reports, preferably on water resources management is required (samples of previous research reports and papers shall be submitted as part of the application) (10 points)</li><li>○ Experience of leading multidisciplinary teams in research is required (10 points)</li><li>○ Experience in working on capacity building projects for the UN or other international development organizations in an international setting is an asset. <b>(7.5 points)</b></li><li>○ Experience of working in crisis countries is an asset <b>(7.5 points)</b></li></ul>	70 Points	70%
	<b>Criteria B:</b> relevance and responsiveness of candidate’s approach, technical proposal and submitted work plan and Methodologies: <ul style="list-style-type: none"><li>○ Methodology on how the consultant will conduct the required tasks, including time plan <b>(10 points)</b></li><li>○ Description of the Added Value of the Consultant to the tasks <b>(10 points)</b></li><li>○ Experience in the usage of computers and office software packages (MS Word, Excel, etc) <b>(10 points)</b></li></ul>	30 Points	
Financial	<u>Lowest Offer / Offer*100</u>		30%
Total Score = (Technical Score * 0.7 + Financial Score * 0.3)			

**Weight Per Technical Competence**

5 (outstanding): 96% - 100%	The individual consultant/contractor has demonstrated an OUTSTANDING capacity for the analyzed competence.
4 (Very good): 86% - 95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence.
3 (Good): 76% - 85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence.
2 (Satisfactory): 70% - 75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence.
1 (Weak): Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence.

## Annexes

This section presents additional documents to facilitate the proposal preparation by the Consultant.

### Annex 1: Code of conduct forms.



Adobe Acrobat  
Document

*The Consultant Firm and each member of the Assessment Team consultant will be requested to read carefully, understand and sign the "UN Code of Conduct."*

Annex 2: Dispute and wrongdoing resolution process and contact details (will also be provided at the time of signing the contract)