

**INDIVIDUAL CONSULTANT PROCUREMENT NOTICE**  
**Q-IC-010/17 – International Consultant - Public Opinion Polling – UNDP Iraq**

**Date: 29<sup>th</sup> of January 2017**

**Description of assignment: International Consultant to provide technical support to strengthen the Public Opinion Polling Units at National and Sub-national levels**

**Type of Consultancy: International Post;**

**Duty Station: Home Base with travel to Baghdad, Erbil, Basra and Karbala/ Iraq and Amman, Jordan and other locations as needed and advised by the project management.**

**Period of assignment/services: 115 Working Days [35 Home Base + 80 Duty Station] over a period of 10 Months.**

**Estimated Starting Date: 1 March till 31 December 2017**

Proposals should be submitted to the following e-mail address no later than **COB 11<sup>th</sup> of February 2016 (Baghdad Time: +3 GMT):**

**[IC1.undp.iq@undp.org](mailto:IC1.undp.iq@undp.org)** . Please note the following:

- *It is a MUST to indicate the Procurement Notice Number in the e-mail subject line).*
- *Any request for clarification must be sent to the above e-mail address. The Procurement Unit will respond by e-mail, including an explanation of the query without identifying the source of inquiry, to identified consultants who have notified UNDP of their interest to participate. Kindly be informed that the UN P11 Form (“CV Form,” ref: Annex 2) must be completed. It is not permissible to submit a Curriculum Vitae in lieu of this form.*
- *Emails sent to the previously mentioned address shouldn’t exceed the limits of 8MB.*

## **1. Background**

New Government Program (2014-2018) has identified the Administrative and Financial Reform of the Iraqi Public Sector Institutions as one of six pillars for the government to achieve over the life time of the government program. On that basis, GoI aims at improving both efficiency of its operations and effectiveness of its interventions, while maximizing the intended impact those interventions will have on the welfare of individuals and communities. However, there should be a reliable mechanism on the ground to continuously assess citizens’ satisfaction of the delivered services and also explore public opinion on existing and future issues and directions. Findings will be then employed to further improve the quality of programmatic decisions and allocation of resources. As such and within the framework agreement between Government of Iraq UNDP and UNDP to support GoI to oversee the implementation of the government program, Iraq Public Sector Modernization Project (I-PSM) within UNDP-Iraq will strengthen the capacity Public Opinion Pooling Units within the Council of Ministers Secretariat and a number of public sector institutions at federal and local levels.

## **2. Scope of Work and main Activities**

Taking into account the importance of this initiative, IPSM-UNDP is seeking to hire a senior specialist with strong and reliable experience in the development and execution of institutional capacity development programs in the area of public opinion polling and related discipline. Activities will include for example the design and delivery of capacity development workshops, provision of technical assistance and coaching, development of guidelines, design and delivery of surveys etc.

The senior specialist is required to work in close consultation with national counterparts in the target public sector institutions at federal and local levels.

The scope of work shall include the following main activities:

- a. Develop professional guidelines on Public Opinion Polling, targeting POP practitioners across public sector institutions in Iraq. The guidelines shall include but will not be limited to research methodologies, sampling techniques and framework, questionnaire design, data collection methods and strategies, quantitative and qualitative data analysis, report writing, etc. The guidelines shall also be supported by best practices and regional and local experience in the field,
- b. Facilitate the implementation of an exposure visit to a local and/ or regional Public Opinion Polling center,
- c. Design and deliver a series of capacity development workshops ranging in level from introductory and intermediary to advanced and coaching, targeting the staff of Public Opinion Polling Units at federal and local levels across Iraq,
- d. Conduct post-workshop follow-up missions to the target institutions to monitor the implementation of post-workshop recommendations and assignments,
- e. Provide technical assistance to the design and implementation of pilot Public Opinion Polling studies at federal and local levels in Iraq, including in addition data analysis and report writing. Methodological findings shall be used to further enrich the quality of the developed guidelines,
- f. Support the restructuring of the Public Opinion Polling units at Council of Ministers Secretariat and target governorates, including the development of organizational structures, duties and responsibilities, and job description, and
- g. Prepare and submit an end-of-mission report to document the whole assignment including lessons learned, challenges, and recommendation for future work, and present a two-hour seminar.

### **3. Methodology**

The assignment shall be implemented by the selected consultant with support provided by IPSM-UNDP team in different locations inside and outside Iraq, as specified in section 5 “Travel” of the present document. All deliverables of the present assignment shall be produced in Arabic language, and in particular the guidelines on Public Opinion Polling. The guidelines will be drafted and finalized by the consultant while considering the comments of IPSM-UNDP team and target public sector institutions in Iraq. The guidelines will be latter later printed and widely disseminated across public sector institutions in Iraq. In addition, the assignment will also include the design and delivery of a series of five-day capacity development workshops inside and outside Iraq as defined by the IPSM-UNDP team, targeting the staff of the target Public Opinion Polling Units. The design and delivery of the workshops should be based on the fundamentals of adult learning, where peer and experiential learning combined with high degree of participates’ involvement take place. The workshop activities shall be divided between methodological presentations and practical exercises and reflection. The later shall include for example practical exercises on the concepts that need to be understood, individual exercises to demonstrate individual understanding of the presented topics, small group exercises on the use of concepts presented, and case studies with as much open discussion and reflection as possible. By the end of the workshops, participants should have acquired advanced knowledge and developed upgraded skills on Public Opinion Polling and related discipline. Moreover, post-workshops follow-up missions will be conducted by the Consultant to monitor the implementation of post-workshop recommendations and assignments. Site visits inside Iraq will include Baghdad, Erbil, Basra and Karbala, unless otherwise specified by the IPSM-UNDP project team. Target staff will be then exposed to regional and international best practices in the field by organizing a study tour to a proven successful models in the region. Participating units will have the chance to demonstrate their understanding of the fundamentals of public opinion polling and design/ implement pilot public opinion polling studies.

### **4. Deliverables and outputs:**

The Consultant will be responsible for producing the below deliverables. These deliverables are changeable subject to UNDP approval, in case unexpected incidents take place in the project, such as delay of the project or change of project scope, due to reasons uncontrollable by the Consultant.

Deliverables	Output	Duration and location	Target Date	Payment % (US\$)
1. Develop professional guidelines on Public Opinion Polling, targeting POP practitioners across public sector institutions in Iraq. The guidelines shall include but will not be limited to research methodologies, sampling techniques and framework, questionnaire design, data collection methods and strategies, quantitative and qualitative data analysis, report writing, etc. The guidelines shall also be supported by best practices, and regional and local experience in the field.	<ul style="list-style-type: none"><li>Guidelines on Public Opinion Polling developed and supported by best practices and regional and local experience in the field.</li></ul>	HB= 20 WD DS = 5 WD TD = 25 WD  Total = 50WD	Within the contract duration and upon coordination and approval of project management	22%
2. Facilitate the implementation of an exposure visit to a local and/ or regional Public Opinion polling center.	<ul style="list-style-type: none"><li>An exposure visit to regional best practices organized, technical mission report developed, and recommendation communicated with concerned Iraqi officials for consideration</li></ul>	HB= 2 WD DS = 3 WD TD = 5 WD  Total = 10WD		4%
3. Design and deliver a series of capacity development workshops ranging in level from introductory and intermediary to advanced and coaching, targeting the staff of Public Opinion Polling Units at federal and local levels across Iraq.	<ul style="list-style-type: none"><li>Six five-day workshops implemented ranging in level from introductory and intermediary to advanced and coaching (1-day preparation and 5-day delivery, each)</li></ul>	HB= 6 WD DS = 30 WD TD = 36 WD  Total = 72 WD		31%
4. Conduct post-workshop follow-up missions to the target institutions to monitor the implementation of post-workshop recommendations and assignments	<ul style="list-style-type: none"><li>On-the-Job training and coaching provided to three targeted Public Opinion Polling Units</li></ul>	HB= 8 WD DS = 0 WD TD = 8 WD  Total = 16 WD		7%
5. Provide technical assistance to the design and implementation of pilot Public Opinion Polling studies at federal and local levels in Iraq, including in addition data analysis and report writing. Methodological findings shall be used to further enrich the quality of the developed guidelines.	<ul style="list-style-type: none"><li>Technical support provided to the design and implementation of three pilot Public Opinion Polling studies</li></ul>	HB= 10 WD DS = 20 WD TD = 30 WD  Total = 60WD		26%
6. Support the restructuring of the Public Opinion Polling units at Council of Ministers Secretariat and target governorates, including the development of organizational structures, duties and responsibilities, and job description	<ul style="list-style-type: none"><li>Four Public Opinion Polling units structured; duties, responsibilities; staff qualifications and job description developed.</li></ul>	HB= 4 WD DS = 4 WD TD = 8 WD  Total = 16 WD		7%
7. Prepare and submit an end-of-mission report to document the whole assignment including lessons learned, challenges, and recommendation for future work and present a two-hour seminar.	<ul style="list-style-type: none"><li>End-of-mission report including lessons learned, challenges, and recommendation for future work</li><li>Closing seminar on overall assignment findings and roadmap.</li></ul>	HB= 0 WD DS = 3 WD TD = 3 WD  Total = 6 WD		3%
TOTAL:				100%

**Note:** Please note that working days in each duty station are different from the actual residency days in the same location. Please refer to travel plan section for further information.

## **5. Institutional Arrangements (UNDP Support)**

UNDP can support the consultant in the following aspects to perform his/her works:

- Provide office facilities such as internet and access to office printers and scanners in UNDP offices, as deemed necessary and based on availability.
- Provide invitation/ supporting letters to facilitate VISA issuance to the consultant to Iraq and other countries as required
- Provide Airport transport in Baghdad and outside, based on availability
- Provide logistic arrangements for training workshops that include venue booking, sound systems, data show and screen, refreshment breaks and so on.

## **6. Responsibilities of the Consultant:**

Under the leadership and direct guidance of IPSM-UNDP Program Manager, the consultant will be required to assume the following responsibilities to achieve the mentioned deliverables in section 4 “Anticipated Deliverables” of the present document:

- Prepare for his/ her travel arrangements including air tickets, accommodation, airport transport and road transport. IPSM-UNDP has no responsibility whatsoever in any arrangements related to that, as this shall be the full responsibility of the consultant. IPSM-UNDP may support airport transport and road transport in Iraq, but this is subject to availability and needs to be approved on a case by case basis well in advance before the travel,
- Arrange for and take required actions to obtain multi entry VISA to Iraq and to other countries, as required and advised by IPSM-UNDP team, to conduct field visits in Iraq as well as the training workshops outside Iraq. IPSM-UNDP has no responsibility whatsoever in any arrangements related to that, as this shall be full responsibility of the consultant. However; IPSM-UNDP shall provide supporting letters, as needed,
- Ensure during the implementation of the training workshops that a daily attendance sheet of the participants is duly signed by them on a daily basis and submit this sheet along with the mission report at the end of the workshop and related invoice for payment. IPSM-UNDP team may support the consultant in providing the list of names of the participants for each workshop
- Liaise, interact, collaborate and meet with the counterparts of target departments and guided by IPSM-UNDP team, and
- Coordinate with governmental officials (counterparts) and focal points of concerned departments under the guidance of IPSM-UNDP team, to perform deliverable no. 4 and 6. IPSM-UNDP team may support this coordination, but it is sole responsibility of the consultant.

## **7. Constrains**

The following constrains have to be considered by the consultant, while implementing this assignment:

- ACA-UNDP team is not expected to attend each training workshop or round table discussion, in which case, the consultant is expected to lead such event from A to Z. The team shall attend the opening/closing sessions in some cases.

## **8. Time and Method of payment:**

- Payment shall be provided upon satisfactory completion of the deliverables outlined in the table above. Payment requests submitted by the Consultant must be certified by the supervisor(s) specified below
- Payments are to be made within 30 days from receipt of invoice.
- For each payment a certification of payment needs to be signed and approved by the direct supervisor attached to it explaining the accomplishment of the tasks.
- Payment will be in one lump sum at the end of the consultancy contract.

## **9. Key Performance Indicators during implementation of Services:**

Overall, the Consultant’s performance will be evaluated based on the following key criteria:

- **Planning and Organizing skill:** Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.
- **Communication skill:** Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.
- **Client Orientation skill:** Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; Establishes and maintains productive partnerships with clients by gaining their trust and respect; Meets time line for delivery of product or services to client.
- **Quality of deliveries:** Professional skill required for delivering outputs will be assessed.
- **Satisfactory and timely completion of tasks and submission of the deliverables within the provision of above explained deliverables and outputs.**  
Upon signing of the contract, a detailed work plan will be prepared by the experts with activities, outputs and performance indicators and to be agreed with the supervisor as implementation follow ups and performance yardsticks.

## 10. Reporting:

- The Consultant will report directly to Iraq-Public Sector Modernization (I-PSM) Project Manager.
- Reports to submit the following reports that have to be made all in in Arabic language in Simplified Arabic, 11 font size:

Report/document	Language	#. of pages	More details
Guidelines on Public Opinion Polling	Arabic	Approximately 80 pages	The Guidelines needs to tackle this topic based on the consultant’s experience and best practices worldwide in consideration with IPSM-UNDP team’s comments and feedback.
Soft copy of the training material	Arabic	As designed by the consultant	Font size and type are made as per the consultant’s preference and his/her requirements
Brief report on each training workshop	Arabic	Less than 3 pages	Must be submitted one week after the completion of the task to briefly shed light on the workshop proceedings, key observations, recommendations and future actions whenever applicable. Report should be supported by at least five photos from group works and discussion sessions during the workshop
Field mission report	Arabic	Less than 4 pages	Must be submitted one week after the completion of the task and has to present the following sections: <ul style="list-style-type: none"> <li>- Mission title and duration</li> <li>- Background and mission’s objective</li> <li>- Mission details (activities, outputs and findings)</li> <li>- Key counterparts met</li> </ul> Conclusion and recommendations
Payment Invoice	English		Must be submitted at the successful completion of the outputs outlined above. UNDP forms will be communicated with the consultant.
End-of-mission report	Arabic	less than 20 pages	End-of-mission report has to be submitted to document the whole assignment including lessons learned, challenges, and recommendation for future work and present a two-hour seminar.

## 11. Travel Plan:

The selected consultant will carry out the necessary site visits to the target public sector institutions to accomplish the operational and developmental results outlined above. Following table presents expected travel during the course of ToRs implementation, upon approval of IPSM-UNDP Program Manager on a case-by-case basis. Consultant will be reimbursed for travel costs based on actual trips conducted in agreements with IPSM-UNDP program team. However, less travel than what is listed below might be required, as deemed necessary. In addition, unforeseen travel inside and outside Iraq might be also required, but will not be part of financial proposal submitted by consultant.

No	Country / City	No of Travels	Working Days	Calendar Days/ Travel Days
1	Amman, Jordan	2	13 Working Days	15 Calendar Days/ Nights
2	Baghdad	4	35 Working Days	39 Calendar Days/ Nights
3	Erbil	4	20 Working Days	24 Calendar Days/ Nights
4	Karbala	1	6 Working Days	7 Calendar Days/ Nights
5	Basra	1	6 Working Days	7 Calendar Days/ Nights
Total Assignment		12 Trips	80 Working Days	92 Calendar Days/ Nights

## 12. Time Line:

- Consultancy is a Home Base with travel to Baghdad, Erbil, Karbala and Basra/ Iraq and Amman, Jordan for a total consultancy period of 115 Working days over a period of 10 Months to start by 1 March 2017 till 31 Dec 2017.
- Consultancy May include travel to other locations or to other countries as needed/ requested by the Programme Manager and upon approval of UNDP Iraq office.
- A detailed implementation schedule with clear timelines will be developed by the selected Consultant and submitted for IPSM - UNDP Program Manager for approval.
- Payments is made upon satisfactory completion of deliverables outlined above and calculated and made against actual delivery of the indicated outputs either in part or in full. For each payment a certification of payment needs to be signed and approved by the IPSM-UNDP Program Manager, attached to it services provided and/ or outputs produced, in addition to the performance evaluation form completed by IPSM Program Manager in recognition of the delivered outputs/ services

## 13. Competencies:

### 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;
- 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.

### Professionalism:

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; Shows persistence when faced with difficult problems or challenges; Remains calm in stressful situations.

### Communication:

- Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.

**Planning and Organizing:**

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.

**Client Orientation:**

- Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; Establishes and maintains productive partnerships with clients by gaining their trust and respect; Meets time line for delivery of product or services to client.

**Teamwork:**

- Works collaboratively with colleagues to achieve organisational goals; Builds consensus for task purpose and direction with team members; Supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

**Technological awareness:**

- Keeps abreast of available technology; actively seeks to apply technology to appropriate tasks; Shows willingness to learn new technology.

**14. Facilities:****a) Office Facility:**

- UNDP will provide an appropriate office only when the consultant is in the UNDP offices in International Zone/ Baghdad - Iraq.
- UNDP will provide logistic arrangements for consultant within the International Zone, Baghdad, Iraq and between the Baghdad International Airport (BIAP) and UN Compound during official missions only.
- The consultant is expected to bring his/her laptop with him/her.
- Consultant is expected to come well-equipped with his/her own technological solutions (i.e. roaming mobile, personal email address).

**b) Office Supplies and Printing Facilities:** UNDP will provide office supplies and printer facilities only when the consultant is in the UNDP offices in International Zone, Baghdad - Iraq.**c) Communication Facilities:** UNDP will provide access to internet during consultant presence in Baghdad [ONLY INSIDE UN Compound] through this assignment.**15. Qualifications and Requirements:****A. Education:**

- Academic degree:  
Doctorate or Master in Public Opinion Polling or related fields.

**B. Work Experience:**

- Minimum of 8 years' experience in Public Polling.
- Experience in working with high level counterparts and engaging with senior government officials.
- Specific experience in Training and curricula development.
- Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
- Excellent reporting and writing skills.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc).

**C. Language:**

- Fluency in English language is a Must.
- Fluency in Arabic language is a Must.

**The Consultant should provide documented examples from previous assignments of proposed personnel related to deliverables in this Terms of Reference;**

## 16. Documents to be included when submitting the Proposal:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest.

### **A. Technical Proposal: (which will include the following):**

- Signed **Template Confirmation of Interest and Submission of Financial Proposal –Annex 1 attached.**
- A **letter** explaining why he/she considers him/herself the most suitable candidate for the work.
- **Personal CV** including past experience in similar projects and **at least 3 references**.
- **UN P11 Form** (“CV Form”) – ***Annex 2 attached***. UNDP-Iraq reserves the right to disqualify any submissions that have omitted this form.
- A language assessment will be conducted [if needed] for the purpose of verifying influence in English;
- **Sample reports** of previous work in English.
- A brief **Methodology** on how the candidate will approach and conduct the work.

(The expert is asked in his/her offer submission in the methodologies section to bring the description of the above mentioned points in **3. Scope of Work and Expected Outputs**.)

### **B. Financial proposal:**

The financial proposal will specify a total lump sum amount and payment terms around specific and measurable (qualitative and quantitative) deliverables. Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

Financial Proposal Form, providing a breakdown of this lump sum amount (including travel, per diems) is to be provided by the offeror – ***Annex 3 attached***

***Important note: the consultant is required to specify the daily fee in his proposal.***

### **C. Travel:**

All envisaged travel must be included in the financial proposal. This includes all travel to join duty station/ repatriation travel. In general, UNDP does 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 his or her own resources.

Furthermore, Individual Consultant who is at the duty station at the time of hire is ineligible for travel to join, and who remain at the duty station after contract completion is ineligible for repatriation travel

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.

## 17. Selection Criteria:

The award of contract will be made to one individual consultant whose offer has been evaluated and determined as being:

- a) Responsive/compliant/acceptable, and
- b) Achieving the highest combined score (financial and technical).

Minimum requirements: ***(Please see Annex 4). This will be part of the technical proposal.***

1. Doctorate or Master in Public Opinion Polling or related fields
2. 8 years' experience in Public Opinion Polling.
3. Experience in working for the UN or other international development organisations on a similar assignment would be an asset.
4. Willingness to obtain the required security courses as applicable through the website;
5. Subject to security requirement, consultant must pass the Safe and Secure Approaches in Field Environments (SSAFE); in case if any travel is required to Iraq.
6. The Basic Security in the Field II and Advanced Security training (Online Training) should be completed before any travel take place.
7. Failing the (SSAFE) training, it will be a cause to terminate the contract.



8. Willingness to undergo a medical exam. This applies only for consultant of 62 years of age and above where a full medical exam will be required from a UN certified doctor if selected for award of contract.
9. Ability and desire to work inside Iraq.
10. Acceptance of IC General Terms and Conditions

Only candidates obtaining a minimum of 70 points will be considered for the Financial Evaluation.

Criteria		Max. Point 100	Weight
Technical	<b>Criteria A: relevance and responsiveness of candidate's past experience, Qualification based on submitted documents:</b> <ul style="list-style-type: none"><li>• Doctorate or Master in Public Opinion Polling or related fields. <b>(10 points)</b></li><li>• 8 years' experience in Public Opinion Polling. <b>(16 points)</b></li><li>• Experience in working with high level counterparts and engaging with senior government officials. <b>(5 points)</b></li><li>• Previous work experience with UN agencies is an asset. <b>(10 points)</b></li><li>• Management &amp; technical support in implementing projects. <b>(10 points)</b></li><li>• Previous experience with relevant agencies and institutions in Iraq. <b>(5 points)</b></li><li>• Specific experience in Training and curricula development. <b>(14 points)</b></li></ul>	70 Points	70%
	<b>Criteria B: relevance and responsiveness of candidate's approach, technical proposal and submitted work plan and Methodologies:</b> <ul style="list-style-type: none"><li>• Time plan, methodology on how the consultant will conduct the required tasks. To be submitted in English. <b>(5 points)</b></li><li>• Fluency in English-Written/ Spoken. Supported by sample of reports. <b>(5 points)</b></li><li>• Fluency in Arabic-Written/ Spoken. Supported by sample of reports. <b>(5 points)</b></li><li>• Extensive experience in writing analytical research reports/ project reports/consultancy reports, Supported by samples of reports; <b>(15 points)</b></li></ul>	30 Points	
Financial	<u>Lowest Offer / Offer*100</u>		30%
Total Score = (Technical Score * 0.7 + Financial Score * 0.3)			

<b>Weight Per Technical Competence</b>	
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:**

**Annex 1 – Template Confirmation of Interest and Submission of Financial Proposal.**

**Annex 2 – CV Form.**

**Annex 3 – Price Schedule Sheet.**

**Annex 4 – Minimum Requirements Checklist.**

**Annex 5 – Individual Consultant General Terms and Conditions.**