

TERMS OF REFERENCE (TOR)

I.GENERAL INFORMATION	
Services/Work Description:	Diagnostics study on environmental, social and governance (ESG) sustainable investments- infrastructure investments: energy and ceramics
Project/Program Title:	Sustainable Investment Promotion-Belt and Road Initiative
Duty Station:	Addis Ababa
Type of the Contract:	International Consulting Firm
Duration:	60 working days
Responsible GoE Unit:	Ethiopian Investment Commission
Expected Start Date:	Immediately after signing of the contract

II.BACKGROUND

Investment in Ethiopia has been steadily on the rise, playing an important role in economic growth. With public sector investment in infrastructure as the backbone, the Ethiopian government aims to crowd-in private sector investment as a driving force of structural transformation and to achieve the national vision of creating two million jobs and becoming a low middle-income country by 2025.

Launched in 2013, the China-led Belt and Road Initiative (BRI) envisions enhanced economic cooperation by pursuing five major goals: policy coordination, infrastructure connectivity, unimpeded trade, financial integration, and people-to-people bonds. China aims to align the BRI with the United Nation's 2030 Agenda for sustainable development (Agenda 2030) at the global level, with the African Union Agenda 2063 at the continental level, and with Ethiopia's Growth and Transformation Plan at the national level.

Ethiopia is pursuing export-oriented light manufacturing-led industrialization through promoting and developing industrial parks that meet international environmental standards. In that light, it is desirable that the Sustainable Investment Promotion (SIP) interventions are also targeted to support the textile and garment, leather and leather products, agro-processing, sugar-related industries, ICT and mobile technology as well as renewable energy. These investments are expected to remain socially, economically and environmentally sustainable in line with the 230 Agenda and by ensuring the win-win benefit of host and investing countries. Ensuring sustainability throughout the entire product life cycle, addressing environmental, social, and economic aspects, has become one of the main challenges of our time.

Managing operations in an environmentally and socially responsible manner – "sustainable manufacturing"– is no longer just nice-to-have, but a business imperative. Companies across the world face increased costs in materials, energy, and compliance coupled with higher expectations of customers, investors and local communities. Many businesses around the globe have already started to take important steps towards green growth – ensuring their development is economically and

environmentally sustainable. Their pioneering experiences largely show that environmental improvements go hand in hand with profit maximization and improved competitiveness.

With the aim of achieving mutually beneficial outcomes for developing countries and global public goods, UNDP positioned itself from early on to have a state-level and strategic partnership on sustainable investments in light of the overall Belt and Road initiative. UNDP promotes sustainable investments along the Belt and Road by strengthening partner countries' capacities and establishing a network of sustainable investment promotion (SIP) facilities. With Ethiopia identified as the first pilot country, SIP helps enhance economic, social and environmental sustainability of foreign investment through platform building, policy engagement and piloting projects.

Against this backdrop, The SIP facility programme with Ethiopia as an early pilot is proposed to address the development challenges by creating fertile soil for sustainable investment, and to foster a re-balance between BRI partner countries' demands and external investors' interests. Through platform building, policy engagement and piloting projects, as well as UNDP's global networks particularly in Ethiopia and China, the SIP devotes equal weight to the short and long-term economic, social and environmental dividends of BRI investment projects while improving the overall investment climate to attract and sustain foreign investment. In a longer term, partner countries' capacities are expected to be reinforced and a network of sustainable investment promotion facilities to be established in Ethiopia as a pilot, where good practices and lessons can be distilled and shared with all the partner countries along the Belt and Road.

The starting point of SIP support intervention towards ensuring sustainability of the investments is to determine through a comprehensive assessment whether the investments are contributing to sustainable development in line with domestic sustainability standards and how adherence to those standards is being monitored. These terms of reference are therefore addressed to international firm that have acquired the right qualification and experience to undertake such comprehensive assessment in the context of the BRI and domestic sustainability standards and put forward recommendation to better manage investments. The quest for investment sustainability is believed to have not only environmental and social gains, but also the pursuit of improved economic performance.

III.OBJECTIVE OF THE SERVICE

The main aim of the assignment directs to assessing the current policy framework/standards/institutional set ups/implementation practices with regard to ensuring investments are sustainable as they are fundamental factors for sustainability performance of investments. It also encompasses consulting companies to conduct relevant case studies to understand their sustainability status/challenges as an indication of the effectiveness of the overall sustainable investment promotion environment or set ups.

It is required to establish assessment framework and look at practices in other countries, and incorporate their good practices into the benchmark/criteria for comparison and diagnosis when one looks into the policy /regulatory/legal frameworks for sustainable investment promotion in Ethiopia. The case studies are the result of assessment of the sustainability status of the current investments

already operating in industries covering infrastructure investments: energy and ceramics. It is expected that the case study companies from each sector are identified for assessment against defined sustainability criteria to learn where the investments stand from sustainability perspective. Based on the result of the assessments, recommendations are to be developed on ways for incorporating environmental, social and governance (ESG) factors into policy formulation, regulatory framework development and institutional strengthening that leads to more sustainable investments.

It is clear that the measurement of sustainability should go beyond the traditional considerations of return on investment, profits, and shareholder value. Hence, the triple bottom line (TBL) concept shall be incorporated. Besides economic aspects, it considers environmental and social factors to be considered to measure those interrelated features considering the so-called three Ps: profits, people, and planet.

Economic and Financial Sustainability

Infrastructure is said to be economically sustainable if it generates a positive net economic return, considering all benefits and costs over the project life cycle, including positive and negative externalities and spillovers. In addition, infrastructure projects must generate risk adjusted return for project investors. Sustainable infrastructure projects must therefore generate sound revenue stream based on adequate cost recovery and receive support, where necessary, by well-targeted subsidies to address affordability and availability, or to effect large spillover effects. In addition, sustainable infrastructure must be designed to support inclusive and sustainable growth as well as to boost productivity and to deliver high-quality and affordable services. Risks must be fairly and transparently distributed among entities most suitable to absorb the impact from the investment outcomes over the life cycle of the project.

Environmental Sustainability, including Climate Resilience

Sustainable infrastructure aims to preserve, restore, and integrate the natural environment, including biodiversity and ecosystems. It aims to support the sustainable and efficient use of natural resources, including energy, water, and materials. It also limits all types of pollution over the life cycle of the project and contributes to a low-carbon, resilient, and resource-efficient economy. Sustainable infrastructure projects are (or should be) sited and designed to ensure resilience to climate and natural disaster risks. Sustainable infrastructure often depends on national circumstances, where the overall performance will need to be measured compared to what could have been built or developed instead.

Social Sustainability

Sustainable infrastructure is inclusive and should have the broad support of affected communities—it serves all stakeholders, including the poor—and contributes to enhanced livelihoods and social wellbeing over the life cycle of the project. Projects must be constructed according to good labor, health, and safety standards. Benefits generated through sustainable infrastructure services should be shared equitably and transparently. Services provided by such projects should promote gender equity, health, safety, and diversity while complying with human and labor rights. Involuntary resettlement should be avoided to the extent possible -and where avoiding resettlement is not possible-, displacement should be minimized by exploring alternative project designs. Where economic displacement and relocation of people is unavoidable, it must be managed in a consultative, fair, and equitable manner and must integrate cultural and heritage preservation.

Institutional Sustainability

Institutionally, sustainable infrastructure needs to be aligned with national and international commitments and is based on transparent and consistent governance systems over the project cycle. Robust institutional capacity and clearly defined procedures for project planning, procurement, and operation are enablers for institutional sustainability. The development of local capacity—including mechanisms of knowledge transfer, promotion of innovative thinking, and project management—is critical to enhance sustainability and promote systemic change. Sustainable infrastructure must allow to develop technical and engineering capacities as well as systems for data collection, monitoring and evaluation and to generate empirical evidence to quantify impacts or benefits.

IV.SCOPE OF ACTIVITIES

The general scope of the service will be assessing the current policy framework/standards/institutional set ups/implementation practices with regard to ensuring investments are sustainable. As the reflection of current policy framework/standards/ institutional set ups and implementation practices, the scope also covers consulting companies to conduct relevant case studies to understand their sustainability status/challenges as an indication of the effectiveness of the overall sustainable investment promotion environment. In identifying the overall sustainability status, it is mandatory to assessing sustainability of investments -particularly the businesses that are now in operation- which is expected to entail the incorporation of the objectives of sustainable development, namely social equity, economic efficiency and environmental performance, into a company's operational practices.

The sustainability assessment will centre on a comprehensive evaluation of the existence of sustainability policy framework/parameters or standards/ institutional set-ups and implementation practices by which investments are expected to address as well as the existence of proper enforcement or monitoring. The assessment also expected to address the sustainability status of selected case study businesses from the sectors identified for this assignment: **infrastructure investments including energy and ceramics** and forward recommendation to enhancing the consideration and implementation of sustainability principles into the businesses and new investments. The sustainability assessment is expected to begin with designing a clear and inclusive sustainability **assessment criterion**¹ based on relevant sustainability indicators applicable internationally to the general sustainability practices of the nation and sectors identified for the assessment.

The following are indicative areas that the sustainability assessments is required to entail, while comprehensive proposals from firms interested to undertake the assessment are expected, including

¹ The Firm assessing the sustainability assignment is expected to propose appropriate framework or model to measure the sustainable performance considering: (a) the resource and value indicators; (b) the environmental, economic, and social dimensions; (c) the life cycle of products; and (d) combining leading and lagging indicators.

showing best practices beyond the minimum compliance and mechanisms to drive investments towards enhanced sustainability performances.

4.1 Definition of the sustainability assessment framework: having understood the assessment requirement on the policy framework/standards/institutional set ups, implementation practices and having known the sectors identified for this sustainability assessment, the first task expected to be covered is defining appropriate framework (sustainability assessment criteria) against which the assessment is going to be examined. It is expected the framework to address institutional sustainability, economic sustainability, environmental sustainability and social sustainability.

4.2 Analysis on Existence of sustainability parameters: the assessment should cover the existence of sustainability policy framework/standards/appropriate institutional set-ups and implementation practices in the country, including that of sectoral associations, to which investments are required to comply, if they exist, how adequate they are compared to the framework? How are they reported and monitored? What should be improved and how should businesses be motivated to address sustainability parameters?

4.3. Selection of case study companies from the sectors identified for the sustainability assessment: The activities is also expected to design selection criteria to pilot one or two businesses from the sectors for painstaking analysis to see the trend and demonstrate how sustainability in the current investments are addressed.

4.4. Undertaking a detailed sustainability assessment in the selected case study companies as a demonstration or reflection for the effectiveness of the policy framework/standards/institutional setups

The following are indicative and more and comprehensive evaluation points and assessments thereof to come from the assessment team.

- a. Assessment of Institutional Sustainability: The assessment needs to examine whether companies address institutional sustainability at a strategic level by including but not limited to:
 - Mentioning and incorporating sustainability principles within business strategies (i.e. vision, mission, business goals, etc.) in line with those of national and international goals.
 - Openly acknowledging support for global agreements.
 - Including external sustainable development objectives in internal research and development.
 - Allocating funds to address sustainability issues beyond the immediate control of the company.
 - Permanently allocating resources for monitoring, reporting and improving efforts undertaken by the company to increase the sustainability of its operations.

The manifestation of institutional sustainability on a strategic level within a business (or industry) needs to therefore be seen as a prerequisite for sustainable operations, projects or even corporate sustainability. The first level of the proposed sustainability assessment is thus referred to as the "corporate responsibility strategy". It implies that a prerequisite for all sustainability is a strategy that

accepts the company's responsibility and its vital role in every society it operates in and also in the global environment.

- **b.** Assessment of Economic Sustainability: the aim here is to evaluate the business' short- and long-term financial stability and survival capabilities. In this assessment, at least the following four criteria need to be covered for this purpose:
 - **Economic performance**: assessment on the company's value as perceived by shareholders, top management, and government and includes sub-criteria such as share profitability, contribution to industry growth as well as market share performance.
 - **Potential financial benefits**: assessment on the financial benefits other than profits, e.g. national and/or international subsidies based on the nvironmental, social, and/or technological improvements due to business initiatives.
 - **Trading opportunities:** Assessment on the vulnerability of the company's trade network as well as the risks it is exposed to by the network it is embedded in by considering the number of national and/or international companies in the trade network.
- c. Assessment of Environmental Sustainability: Considering the priorities of the national government on environmental issues, the assessment at least should cover the following criteria:
 - *Air resources*: Assessment on the company's contribution to national or regional air quality effects (e.g. toxicity, acidification, etc.) as well as to global effects such as global warming and stratospheric ozone depletion.
 - *Water resources*: assessment on the availability of clean and safe water by focusing on a company's impacts on the quantity and quality of water, i.e. water usage and releases of water effluents and pollutants.
 - Land resources: assessment on company's impacts on the quantity and quality of land resources, including sub-criteria of land-usage and transformation (and subsequent impacts on biodiversity), direct and indirect releases of soil pollutants, etc.
 - *Mineral and energy resources*: assessment on a company's contribution to the depletion of non-renewable mineral and energy resources.
- d. Assessment of Social Sustainability: the aim here is to evaluate the social dimension of sustainability performances of operational initiatives, with the company's impacts on the social systems in which it operates, as well as the company's relationship with its various stakeholders. Both internal and external social business sustainability need to be covered. The internal focus concerns the health and wellbeing of employees, disciplinary practices and equity and human rights aspects in employee sourcing. Training and development opportunities for employees are also included. The external focus concerns the impacts of the operational initiative on three different levels of society: local community, regional and national level.
 - i. Internal human resources

The internal aspects of social sustainability assessment, excluding internal stakeholder relationship management, can be grouped under this criterion. It thus focuses on the company's social responsibility towards its workforce and consists of at least four sub-criteria:

- **Employment stability:** the assessment need to addresses a business initiative's impact on work opportunities within the company, the stability thereof as well as evaluating the fairness of compensation.
- **Employment practices:** assessment on disciplinary and secrecy practices as well as employee contracts need to be addressed under this criterion. These are evaluated to ensure that it complies with the laws of the country, international human rights declaration as well as other human rights and fair employment practice standards. The gender and racial equity inside the company need to be also addressed under this criterion as well as the legitimacy of labor sourcing practices, e.g. child labor, etc.
- *Health and safety*: the assessment here need to focus on the health and safety of the workforce and evaluates preventive measures as well as the occurrence and handling of health and/or safety incidents.
- **Capacity development:** assessment to address two different aspects, namely research and development, and career development. Research and development evaluate the company's contribution to sustainable product development through its research and development program as well as its innovativeness. Career development focuses on the training of employees and the provision of career guidance and higher-education opportunities.

ii. External population

The external dimension of social sustainability may be divided between this criterion and the criterion "macro-social performance". External populations focus on the impact of the company's operations on the community in which it operates, i.e. communities within the close vicinity of any of the company's operations. The assessment needs to cover at least the following three sub areas human, productive and community capital.

iii. Stakeholder participation

The treating of stakeholders in an ethically and socially responsible manner has been seen as the core of CSR. Additionally, stakeholder management has been regarded as the tool to connect strategy to social and ethical issues. Thus, a separate criterion is thus indicated here to prevent any miss out in the assessment of the relationships between the company and its internal and external stakeholders. These can be divided in two sub-criteria: information provision and stakeholder influence.

iv. Macro-social performance

The macro-social performance measurement aims to focus on the company's impact on the external population on a regional and/or national level. The impacts on the economic systems of the region or nation, and therefore the external economic sustainability focus, are to be addressed under this measurement.

• **Socio-economic performance:** assessment to address the external economic impacts of the company's business initiatives. Economic welfare (contribution to GDP, taxes, etc.) and

trading opportunities (contribution to foreign currency savings, etc.) are to be addressed as separate sub-criteria.

• **Socio-environmental performance:** the assessment to consider the contributions of an operational initiative to the improvement of the environment, for the society on a community, regional, and national level.

V.EXPECTED OUTPUT OF THE ASSIGNMENT

The firm will be expected to produce the following outputs during the period of the consultancy: a comprehensive sustainability assessment studies report for gauging status of sustainability of investments in the thematic area:

1. policy framework/ standards/institutional set-ups and implementation and monitoring practices from the perspective of the general sustainability environment;

2. case study covering infrastructure industries: energy and ceramics;

3. subsequently and more importantly to produce a diagnostics report on environmental, social and governance (ESG) aspects of sustainable investments inclusive of:

- Recommendations on policy, strategy, regulatory frameworks developments at the national level
- Guideline delignating sustainable investment compliance requirements that need to be fulfilled at the firm level.

VI.METHODOLOGY

The assignment is required to be undertaken by a consultancy firm that should have adequate knowledge and experience on the desired areas through practical sustainability assessment and recommendation study.

The firm will be expected to carry out this assignment by:

- Assessment of different sustainability assessment frameworks and designing appropriate sustainability criteria suitable to the assessment of the intended assignment. A sustainability assessment framework should exploit the indicators and evaluation techniques for quantifying the sustainability performance and provide a well-defined model to evaluate the sustainability level of the sectors
- Assessment of best international practices applicable to sustainable investments and operation and drawing lessons and recommendations corresponding to the mentioned thematic areas.
- Assessment of existing national legal, policies and regulatory sustainability framework or standard applicable to foreign and local investments and for each sector including monitoring and enforcement systems
- Assessment and mapping of actors and stakeholders which have roles in addressing sustainability throughout the the investment value chain in the selected thematic areas

- Survey and collect relevant information and data from the case study companies and assess the sustainability level of the operations
- Consultation with concerned parties such as Ethiopian Investment Commission, Ethiopian Environment, Forest and Climate Change Commission, Relevant regional bureaus, Ministry of Trade and Industry, Ministry of Transport, Ministry of Water, Irrigation and Energy, Regional stakeholders involved including tenants, NGOs, employees, communities, etc...

While this is indicative, it is anticipated that prospective firms design appropriate methodologies using their knowledge and experience to carry out the assignment at the required level.

VII.LOCATION AND DURATION

This consultancy assignment is expected to be completed within a period of three months. The assignment will be predominantly based in Addis Ababa and require travel for fieldwork to the regions in which the case study companies to be chosen are operating as well as in locations where strategic partners are based.

No.	Deliverables	Implement	Location and Action to be	Duration
		IP	Undertaken (Estimate)	(approx.)
1	Inception Report	UNDP	Home Based 5 days	10
			Addis Ababa 5 days	working
				days
2	Draft report submission and	UNDP	Home based 15	35
	presentation inclusive of		Addis Ababa & regions 20 (Field work)	working
	comprehensive sustainability			days
	assessment report, case		3 day: Hawassa	
	presentations and preliminary		2 day: Bulbual (Geothermal plant)	
	recommendations		3 days: Jimma (Gibe: Hydropower plant)	
			2 days: Koka: Hydropower plant)	
			10 days: Addis Ababa	
3	Final report inclusive of: approved	UNDP	Home Based 10	15
	ESG diagnostic report including			working
	recommendations on policy,		Addis Adada 5	days
	strategy, regulatory frameworks			
	developments at the national level			
	on sustainable investments and			
	Guideline delignating sustainable			
	investment compliance			
	requirements that need to be			
	fulfilled at the firm level			
Total Working Days			60 working	
				days

VIII.IMPLEMENTATION ARRANGEMENTS

The consultancy firm will be recruited under the UNDP terms and conditions and will operate under the direct supervision of the UNDP and overall guidance of the Ethiopian Investment Commission.

IX.PAYMENT MILESTONES AND AUTHORITY

The prospective firm shall indicate the cost of services for each deliverable in US dollars all-inclusive2 lump-sum contract amount when applying for this consultancy. The consulting firm will be paid only after the approving authority confirms the successful completion of each deliverable as stipulated hereunder. The qualified firm shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Payments	Deliverables & Time frame	Approval Should be	Percentage of
		Obtained	Payment
1 st Instalment	Upon submission, presentation and	UNDP	20%
	approval of inception report: detailing the		
	understanding of the assignment,		
	methodology, timeframe, expected		
	deliverables – After 10 working days		
2 nd Instalment	Upon submission, presentation and	UNDP	40%
	approval of complete draft report:		
	comprehensive sustainability assessment		
	report including case presentations and		
	preliminary recommendations - After 35		
	working days starting from inception		
	submission		
3 rd Instalment	Upon completion of validation workshop	UNDP	40%
	presenting the pre-final report,		
	submission and approval of final ESG		
	diagnostic report inclusive of		
	rrecommendations on policy, strategy,		
	regulatory frameworks developments at		
	the national level on sustainable		
	investments and		
	Guideline delignating sustainable		
	investment compliance requirements		
	that need to be fulfilled at the firm level		
	– After 15 working days starting draft		
	report submission		

² The term "All inclusive" implies that all costs (professional fees, international travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

X.MINIMUM FIRM AND CONSULTANCYREQUIREMENT

The prospective service providing firm is expected to meet the following minimum requirements:

- Globally recognized and reputed institution/firm known for conducting investment sustainability assessment and supporting developing or emerging countries in designing, formulating and implementing investment sustainability at different levels with demonstrable competency and capacity to take on this assignment
- At least 10 years of practical experience in resource efficiency assessment and implementation in general with demonstrable engagements with emerging economies
- Knowledge of different sustainability assessment criteria and frameworks as well as experience in developing/designing sustainability models and assessment against the presented model
- Knowledge of efforts under the Belt and Road Initiative towards environmental, social and governance (ESG) aspects is desirable
- Knowledge of the relevant industrial sectors sustainability indicators selected for the assessment
- Experience working with the United Nations or other international organizations would be beneficial
- Capability to deploy strong multidisciplinary experts required for the analysis , communication and presentation expertise
- Capability to deploy good communication expertise in English language

The multi-disciplinary team should comprise members with the following educational qualifications; experience and competencies:

- <u>Team Leader (Principal) Consultant</u>: PhD or advanced degree with **10 year** or more experience in the area of infrastructure sustainability life cycle assessment, resource efficiency and environmental policy and management. It is preferred if the Principal acquires mix of the preferred academic qualifications and has been previously engaged in similar studies of assessing sustainable investments
- <u>Senior Expert</u>: University Master's degree with **7 years** or more experience in the area of supply management, sector specialist (Infrastructure, energy, water and sanitation, ceramics), economic and social related disciplines, environmentalist, ecologist, agronomist, commercially oriented development studies, public policy or related disciplines.
- <u>Associate Consultant</u>: University Master's degree with **5 years** or more experience in the area of project management, economics, development studies, public policy or related discipline.
- Demonstration of understanding of formulation of sustainability plans, sector strategies and regional sustainable economic growth models is compulsory
- Experience of working in Ethiopia/ Africa is desirable
- A. Functional Competencies
 - Positive and constructive approaches to work with energy
 - Demonstrate openness to change and ability to receive and integrate feedback
 - Excellent written and verbal communication skills
 - Strong time management and meet established time lines

- Hands-on experience of the firm in sustainability assessment
- Ability to work under pressure, and to deliver in a timely manner without compromising quality standards

B. Language and Other Skills

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
- Basic knowledge of Amharic and Chinese would be an asset
- Capacity to facilitate and communicate with different qualification and experience of experts participating in the assessment
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications

CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified international institutions are expected to submit both the Technical and Financial Proposals. Accordingly, firms will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

Summary of Technical Proposal Evaluation Score We		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
	TOTAL	100%	1000
Tech	nical Proposal Evaluation		
Expertise of the Firm / Organization			Points Obtainable
1.1	.1 Reputation of Organization and Staff / Credibility / Reliability / Industry Standing		50
1.2	2 General Organizational Capability which is likely to affect implementation		90
	- Financial Stability		
	- Loose consortium, Holding company or One firm		
	- Age/size of the firm		
	- Strength of the Project Management Support		
	- Project Financing Capacity		
	- Project Management Control		

	Extent to which any work would be subcontracted (subcontracting carries		
1.3	additional risks which may affect project implementation, but properly done it		
	offers a chance to access specialized skills.)		
1.4	Quality assurance procedure, warranty		
1.5	Relevance of:	120	
	- Specialized Knowledge		
	- Experience on Similar Programme / Projects		
	- Experience on Projects in the Region		
	- Work for UNDP/ major multilateral/ or bilateral programmes		
	SUB TOTAL	300	
Prop	oosed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30	
2.2	Have the important aspects of the task been addressed in sufficient detail?	25	
2.3	Are the different components of the project adequately weighted relative to one	20	
	another?		
2.4	Is the proposal based on a survey of the project environment and was this data		
	input properly used in the preparation of the proposal?		
2.5	Is the conceptual framework adopted appropriate for the task?	65	
	Is the scope of task well defined and does it correspond to the TOR?		
2.6	Is the scope of task well defined and does it correspond to the TOR?	120	
2.6	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical,	120	
2.6 2.7	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	120 85	
2.6 2.7	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL	120 85 400	
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2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL General Qualification Suitability for the Project - International experience - Training experience	120 85 400 25 20	
2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Professional experience in the area of specialization	120 85 400 25 20 45	
2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL General Structure and Key Personnel Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Professional experience in the area of specialization - Knowledge of region	120 85 400 25 20 45 30	
2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL SUB TOTAL Agement Structure and Key Personnel Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Professional experience in the area of specialization - Knowledge of region - Language qualification	120 85 400 25 20 45 30 20	
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2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Professional experience in the area of specialization - Knowledge of region - Language qualification SUB TOTAL Senior Expert General Qualification	120 85 400 20 400 85 20 45 30 20 140 85 30 20 140	
2.6 2.7 Mar 3.1 3.2	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Professional experience in the area of specialization - Knowledge of region - Language qualification SUB TOTAL Senior Expert General Qualification Suitability for the project	120 85 400 20 400 25 20 45 30 20 140 140	
2.6 2.7 Mar 3.1	Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? SUB TOTAL agement Structure and Key Personnel Task/Project Manager / Team Leader / General Qualification Suitability for the Project - International experience - Training experience - Trofessional experience in the area of specialization - Knowledge of region - Language qualification SUB TOTAL Senior Expert General Qualification Suitability for the project - International experience - International experience - Language qualification Suitability for the project - International experience - Internati	120 85 400 20 140 15	

	- Professional experience in the area of specialization	45
	- Knowledge of the region	25
	- Language qualification	20
	SUB TOTAL	120
3.3	Project Staff/ Associate Consultant	
	General Qualification	
	Suitability for the project	
	- International experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the region	10
	- Language qualification	10
	SUB TOTAL	40
	Aggregate	1000

XI.RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect firm is given a proposed Table of Contents. Therefore, prospective firm Proposal Submission must have at least the preferred contents which are outlined in the Proposal Submission Form incorporated hereto.

XII.CONFIDENTIALITY AND PROPRIETARY INTERESTS

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