



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

NAME & ADDRESS OF FIRM	DATE: March 11, 2021
	REFERENCE: RFP-DEVELOPMENT OF THE NATIONAL E-MOBILITY PROMOTION STRATEGY FOR BOTSWANA

Dear Sir / Madam:

We kindly request you to submit your **Technical and Financial Proposal in sealed separate envelopes** clearly marked RFP- **Development of the National E-mobility Promotion Strategy for Botswana.**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before, **12Noon (Botswana Time) Monday, April 05, 2021** and via email, courier mail or fax to the address below:

United Nations Development Programme
UN Building, United Nations Building, Government Enclave
Cnr Khama Crescent & President's Drive
Procurement Office
procurement.bw@undp.bw

Your Proposal must be expressed in the English , and valid for a minimum period of 90 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscoc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Procurement Office
[designation]
3/11/2021

Description of Requirements

Context of the Requirement	Develop National Electric Mobility Promotion Strategy for Botswana
Implementing Partner of UNDP	Ministry of Tertiary Education, Research Science and Technology (MoTE)
Brief Description of the Required Services ¹	The Ministry of Tertiary Education, Research, Science and Technology (MoTE) through the UNDP wishes to undertake an exercise as part of developing a comprehensive National Electric Mobility Promotion Strategy for Botswana with a related roll-out/implementation plan for the Government of Botswana
List and Description of Expected Outputs to be Delivered	<p>Background</p> <p>Under His Excellency the President of Botswana's leadership, the Government has embraced the fact that the country has to be part of the electric mobility revolution. There are two types of EV; battery electric vehicle (BEV) and the plug-in hybrid electric vehicle (PHEV). The BEV relies entirely on the battery to generate energy to turn the motor and subsequently the wheels of the vehicle, whereas, the PHEV is partially powered by a battery for short distances and by petrol or diesel for longer distances. Both the BEV and PHEV can benefit from adding a solar power-based energy source to increase their driving range. World leaders have declared that by 2030, there should be more EV on the road, up to at least 40% of the car market because of their desired low carbon footprint as they eliminate burning of fossil fuels. HE's vision is, therefore, aligned with the global thinking, hence in realizing her Vision 2036, Botswana must be a player in the EV sector.</p> <p>Botswana's EV theory of change</p> <p>Botswana's EV theory of change can be viewed simply as an interpretation of HE's vision. For example, the vision manifests its self in the creation of knowledge; development of economy clusters; digitization; generation and application of data; addressing youth unemployment, developing a human resource technical core base, diversification of the private sector; building national, regional and global partnerships; exploring and harnessing the advantage offered by all ingredients of the Fourth Industrial Revolution (4IR) as well as solar of things in various smart applications. Botswana's EV theory of change should be anchored on four principles;</p> <ul style="list-style-type: none"> a) Active participation by Government; b) Partnering with global key stakeholders/ players in the EV sector; c) Partnering with local automobile distributors/ franchise holders; and d) Transforming the technical and vocational education to be EV ready

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

	<p>The project comprises of the four (4) fundamental components which aids towards a holistic value-added e-vehicle manufacturing in Botswana. These components are;</p> <ul style="list-style-type: none"> a) Strengthened institutional framework to support the promotion and deployment of electric mobility in Botswana, b) Development and manufacturing of e-mobility products c) Institutional capacity development through TVETs using a rapid skills development programme during the development and deployment of the e-mobility d) Increased investments and private sector participation in e-mobility deployment in Botswana <p>Based on the above components, the Ministry of Tertiary Education, Research, Science and Technology (MoTE) wishes to undertake an exercise as part of developing a comprehensive <u>National Electric Mobility Promotion Strategy</u> for Botswana with a <u>roll-out/implementation plan</u> for the Government of Botswana.</p> <p>The work under this assignment will be guided by a technical reference group, co-chaired by MoTE and UNDP. All deliverables will be reviewed and validated by the Technical Reference Group.</p> <p>Objective of the Assignment</p> <p>This strategy, and its accompanying implementation plan, will need to be founded on the needs and realities of Botswana. With this in mind, the Ministry of Tertiary Education, Research, Science, and Technology has formulated this assignment around three key deliverables: a gap analysis, strategy and an implementation plan.</p> <p>Scope of works</p> <p>1. Develop a comprehensive gap analysis for E-mobility in Botswana</p> <p>The assignment will begin with shaping a framework, drawing on consultations with key stakeholders in Botswana, to identify the priority areas for the gap analysis. This framing will also be informed by reviews of existing secondary literature and a comparative analysis of other countries. Indicative areas of this framing exercise could include:</p> <ul style="list-style-type: none"> • Regulatory and innovations enabling environment • Status of physical infrastructure (including electrical grid) • Local workforce capability and availability of education facilities • Customer demand • Existence, or feasibility, of relevant supply chains. • And Stakeholder mapping <p>The above will provide the structure for the gap analysis</p> <p>The consultant will explore the existing context within Botswana for each of the identified areas in order to identify the current state. The consultant will then, in consultation with local stakeholders and identified experts, identify</p>
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	<p>a) Priority sectors –define which are the sectors in the country where the e-Mobility strategy can have impact and where the foundations can be built (e.g. public transportation, freight , last-mile logistics, urban citizen mobility, etc)</p> <p>b) Key strategic actions – establish a list of initial actions to enable the deployment of the strategy for the priority sectors and for the longer term, based on the results of the gap analysis and the needs identified from expert and stakeholder consultation. Strategic areas could include regulatory, educational, and economic requirements.</p> <p>c) List of necessary partnerships within and outside the country to deploy specific elements of the strategy.</p> <p>d) Identify existing and possible barriers and suggest viable instruments to promote electric mobility (incentives on cars, buses, trucks, manufacturers and charging infrastructure etc.)</p> <p>The GAP analysis should also consider the ecosystem’s 4 I’s (Information, Incentives, Investments and Implementation), the creation of a Collective Action Platform and the possibility to institutionalize both Ecosystem Grants and Innovation Challenges Awards with the Private Sector.</p> <p>2. Develop a National E-mobility Promotion Strategy</p> <p>Based on the findings of the comprehensive gap analysis (1.a -d), a national e-mobility promotion strategy should be defined. The strategy should outline how findings have informed the framing of the strategy, its vision and objectives. The format of the strategy should be consistent with the Government’s Public Policy Development Framework</p> <p>3. Develop a Strategy Implementation Plan</p> <p>Based on the strategy, an implementation plan should be developed based on a blended approach of integrating international experiences and local context gathered based on market assessment. The implementation plan should clearly outline short-term, medium-term and longer-term outputs and actions. The implementation plan must contain outputs derived from the strategy and clearly outline related indicators, targets, actions, budgets, timelines and responsible actors. This implementation plan will in turn form the basis for monitoring progress of the roll-out of the strategy.</p> <p>QUALIFICATIONS AND EXPERIENCE</p> <p>Emphasis is placed on successful prior experience and immense technical knowledge of international best practice on development of E-Mobility programmes. The required team will at minimum be required to comprise of the following specialists:</p> <p><i>Lead Consultant – Team Leader, responsible for overall management of the team and quality assurance of the assignment and deliverables.</i></p> <ul style="list-style-type: none"> • Master’s Degree, or above, in Electrical Engineering, Automotive
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	<p>Engineering, Energy Economics, Automotive Policy, or a closely related field;</p> <ul style="list-style-type: none"> • Relevant work experience in E-mobility policy and strategy development; • Minimum of 10 years' work experience in the field; • Demonstrated experience in undertaking related consultancies or similar; and • Registration with relevant professional bodies. <p>Experience of Team Leader:</p> <ul style="list-style-type: none"> • At least 10 years of senior level experience, preferably in private sector business as a project lead engineer/scientist for E-mobility; • Technical knowledge of international best practice on E-mobility; • Knowledge of Energy and Automotive Policies, particularly E-mobility policy is desirable; • Experience in dealing with international and national experts and institutions; • Sound understanding of key software packages (MS Office); and • Fluency in written and spoken English. <p>Competencies of Team Leader:</p> <ul style="list-style-type: none"> • Strong analytical, writing and communication skills. • Ability to prepare publications, reports and presentations. • Ability to work with a multidisciplinary and multicultural team. • Strong motivation and ability to work and deliver under short deadlines. • Focus on impact and result for the client and ability to respond positively to critical feedback. • Ability to work independently with little or no supervision. • Familiarity with Government of Botswana processes is strongly desired. <p>Technical Team Members – Maximum of two (2) technical team members is required. Responsible for project roll-out and implementation, data collection, report writing, etc. In addition, either one of them must have extensive experience in E-mobility policies and strategies.</p> <p>Qualification:</p> <ul style="list-style-type: none"> • Master's Degree in Economics, Development Economics, Energy Economics, project management, and Energy policy. <p>Work Experience: – Must have minimum five (5) years of experience in economics, automotive industry development policy analysis, and management at national and regional levels.</p> <p>Technical competence: Must have extensive experience in drafting high quality reports, documents and facilitating e-mobility policy development planning and consultative processes, producing costed implementation action plans, very knowledgeable about e-mobility transition.</p>
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	<p>DOCUMENTS TO BE INCLUDED WHEN SUBMITTING</p> <p>Interested consultants shall submit the following documents/information to demonstrate their suitability for the assignment:</p> <p>a) Technical Proposal: The technical proposal should include the following:</p> <ul style="list-style-type: none"> • Profile of each Team Members and an outline of specific experience in providing consulting services, advising governments at policy level on e-mobility issues, formulation and implementation of strategies relating to e-mobility industry development • Demonstration of experience in providing similar services, indicating client name, nature and scope of work. • Comments or suggestions on the TORs and appreciation of the assignment, if necessary. • Demonstration of adequate understanding of the specified requirements. • Detailed explanation of the approach/methodology addressing the full scope of works. • A Work plan of activities. • An implementation matrix/work plan with timelines for carrying out the assignment. • <p>b) Financial proposal:</p> <ul style="list-style-type: none"> • Indicate the Lump-sum consultancy fee. • The lump sum should be broken down to clearly indicate: travel, per diems, and actual consultancy fees (daily fee). • An indication of whether this rate is flexible or not. <p>Personal CVs for all key personnel, which must include experience undertaking similar assignments and at least three (3) referees and their contacts for ease of background checks.</p> <p>Deliverables</p> <p>All deliverables will be presented in draft form to the Technical Reference Group for review. Final deliverables will be expected to have addressed and integrated feedback from the TRG. Payments will be released upon validation by the TRG of the final deliverables.</p> <ol style="list-style-type: none"> 1. Inception Report 2. Final gap analysis 3. Final National E-mobility Promotion Strategy 4. Final Strategy Implementation Plan
<p>Person to Supervise the Work/Performance of the Service Provider</p>	<p><i>[Programme Specialist – Environment and Climate Change]</i></p>

Frequency of Reporting	[Monthly]																			
Progress Reporting Requirements	Reports, Meetings, Documents, Original Data, Formulas etc																			
Location of work	<input checked="" type="checkbox"/> Exact Address/es Gaborone, Botswana <input type="checkbox"/> At Contractor's Location																			
Expected duration of work	Not more than 4 calendar months																			
Target start date	1st April 2021																			
Latest completion date	31st July 2021																			
Travels Expected	<table border="1"> <thead> <tr> <th>Destination/s</th> <th>Estimated Duration</th> <th>Brief Description of Purpose of the Travel</th> <th>Target Date/s</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>				Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s												
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Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>																			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>																			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																			
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																			
Currency of Proposal	<input checked="" type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input type="checkbox"/> Local Currency																			

Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes																							
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																							
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted <i>[pls. provide conditions for partial quotes, and ensure that requirements are properly listed to allow partial quotes (e.g., in lots, etc.)]</i>																							
Payment Terms ³	<table border="1"> <thead> <tr> <th>Outputs</th> <th>Percentage</th> <th>Timing</th> <th>Condition for Payment Release</th> </tr> </thead> <tbody> <tr> <td>Inception Report</td> <td>0%</td> <td></td> <td rowspan="5"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider. </td> </tr> <tr> <td>Draft Gap Analysis</td> <td>10%</td> <td></td> </tr> <tr> <td>Final Gap Analysis</td> <td>30%</td> <td></td> </tr> <tr> <td>Draft National E-mobility Promotion Strategy</td> <td>30%</td> <td></td> </tr> <tr> <td>Final National E-mobility Promotion Strategy and Strategy Implementation Plan</td> <td>30%</td> <td></td> </tr> </tbody> </table>				Outputs	Percentage	Timing	Condition for Payment Release	Inception Report	0%		Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.	Draft Gap Analysis	10%		Final Gap Analysis	30%		Draft National E-mobility Promotion Strategy	30%		Final National E-mobility Promotion Strategy and Strategy Implementation Plan	30%	
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Draft National E-mobility Promotion Strategy	30%																							
Final National E-mobility Promotion Strategy and Strategy Implementation Plan	30%																							
Person(s) to review/inspect/ approve outputs/complete d services and authorize the disbursement of payment	UNDP Resident Representative, Programme Specialist, Director – E-mobility (MoTE)																							
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract																							

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	<input type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement ⁴ <i>(if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)</i> <input type="checkbox"/> Other Type of Contract <i>[pls. specify]</i>
Criteria for Contract Award	<input checked="" type="checkbox"/> Lowest Price Quote among technically responsive offers <input type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm <i>[indicate percentage]</i> <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan <i>[indicate percentage]</i> <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel <i>[indicate percentage]</i> <p><u>Financial Proposal (30%)</u></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors: <i>[Clarify fully how and why will this be achieved. Please do not choose this option without indicating the parameters for awarding to multiple Service Providers]</i>
Contract General Terms and Conditions ⁵	<input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) <p>Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html </p>

⁴ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$200,000.00.

⁵ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

Annexes to this RFP ⁶	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input type="checkbox"/> Detailed TOR <i>[optional if this form has been accomplished comprehensively]</i> <input type="checkbox"/> Others ⁷ <i>[pls. specify]</i>
Contact Person for Inquiries (Written inquiries only) ⁸	<i>[Name]</i> Procurement <i>[Fax/Email]</i> Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.
Other Information <i>[pls. specify]</i>	

⁶ Where the information is available in the web, a URL for the information may simply be provided.

⁷ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁸ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁹

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹⁰)

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

⁹ This serves as a guide to the Service Provider in preparing the Proposal.

¹⁰ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3		
	Total	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a . Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]