



15 July 2021

## INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

for individual consultants and individual consultants assigned by consulting firms/institutions

<b>Country:</b>	<b>Viet Nam</b>
<b>Description of the assignment:</b>	<b>International consultancy service to provide analytical tools and international experience in linking finance to development outcomes/SDGs</b>
<b>Period of assignment/services (if applicable):</b>	<b>August -November 2021 (30 working days)</b>
<b>Duty Station:</b>	<b>Homebased</b>
<b>Tender reference:</b>	<b>A-210702</b>

1. Submissions should be sent by **email** to: [bid.submission.vn@undp.org](mailto:bid.submission.vn@undp.org) no later than:

**23.59 hrs., Sunday 25 July 2021 (Hanoi time)**

**With subject line:**

**A-210702 Intl Consultant for analytical tools to link finance to development outcomes/SDGs**

Submission received after that date or submission not in conformity with the requirements specified this document will not be considered.

### **Note:**

- Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with UNDP.
- Maximum size per email is **30 MB**.
- Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. Procurement Unit – UNDP Viet Nam will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.
- After submitting proposal, bidder should send notification by email (without attachment) to: [procurement.vn@undp.org](mailto:procurement.vn@undp.org) informing that the bidder has submitted proposal. UNDP will not be responsible for the missing of proposal if the bidder does not send notification email to above address.

- Female consultants are encouraged to bid for this required service. Preference will be given to equally technically qualified female consultants.

**2. Please find attached the relevant documents:**

- [Term of References](#)..... (Annex I)
- [Individual Contract & General Conditions](#)..... (Annex II)
- [Reimbursable Loan Agreement](#) (for a consultant assigned by a firm)..... (Annex III)
- [Letter to UNDP Confirming Interest and Availability](#) ..... (Annex IV)
- [Financial Proposal](#) .....(Annex V)

**3. Interested individual consultants must submit the following documents/information (in English, PDF Format) to demonstrate their qualifications:**

**a. Technical component:**

- Signed Curriculum Vitae
- Signed Letter to UNDP Confirming Interest and Availability
- Copy of 1-3 publications/writing samples on relevant subject.
- Reference contacts of past 4 clients for whom you have rendered preferably the similar service (including name, title, email, telephone number, address...)

**b. Financial proposal (with your signature):**

- The financial proposal shall specify a total lump sum amount in **US dollar for International Consultant** including consultancy fees and all associated costs i.e. airfares, travel cost, meal, accommodation, tax, insurance etc. – see format of financial offer in Annex V.
- Please note that the cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable as a direct cost of the assignment.
- If quoted in other currency, prices shall be converted to the above currency at UN Exchange Rate at the submission deadline.

**4. Evaluation**

The technical component will be evaluated using the following criteria:

**International Consultant**

Evaluation Criteria		Maximum Points
1	Master degree (PhD. is preferred/an asset) in economics, finance, development studies and related field.;	100
2	At least 10 years of experience in doing research and policy advising on development finance topics, especially experience on outcome-based budgeting, monitoring and holding accountability. Relevant training and coaching experience on these topics is an asset	350
3	Sound knowledge on (i) development finance topics, SDGs and Addis Ababa Action Agenda, (ii) development finance issues, strategy and policies as well as the development finance mechanisms, institutions/institutional arrangements of developing/low-middle/middle income countries and (iii) outcome-based budgeting, monitoring and holding accountability	450
4	Strong report writing and good command in the English by provision of two report samples	100
<b>Total</b>		<b>1,000</b>

A two-stage procedure is utilized in evaluating the submissions, with evaluation of the technical components being completed prior to any price proposals being opened and compared. Interview with the shortlisted candidates will be conducted at the technical evaluation stage.

The price proposal will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 1000 points in the evaluation of the technical component. The technical component is evaluated on the basis of its responsiveness to the Term of Reference (TOR). Maximum 1000 points will be given to the lowest offer and the other financial proposals will receive the points inversely proportional to their financial offers. i.e.  $S_f = 1000 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price and  $F$  the price of the submission under consideration.

The weight of technical points is 70% and financial points is 30%.

*Submission obtaining the highest weighted points (technical points + financial points) will be selected subject to positive reference checks on the consultant's past performance.*

## **5. Contract**

“Lump-sum” Individual Contract will be applied for freelance consultant (Annex II)

“Lump-sum” RLA will be applied for consultant assigned by firm/institution/organization (Annex III)

Documents required before contract signing:

- International consultant whose work involves travel is required to complete the courses on BSAFE which is the new online security awareness training and submit certificate to UNDP before contract issuance.

*Note:* In order to access the courses, please go to the following link: <https://training.dss.un.org>

- Full medical examination and Statement of Fitness to work for consultants from and above 65 years of age and involve travel. (This is not a requirement for RLA contracts).
- Release letter in case the selected consultant is government official.

## **6. Payment**

UNDP shall effect payments to the consultant by bank transfer to the consultant's bank account provided in the vendor form upon acceptance by UNDP of the deliverables specified the TOR.

Payments are based upon outputs, i.e. upon delivery of the products specified in the TOR.

If two currencies exist, UNDP exchange rate will be applied at the day UNDP instructs the bank to effect the payment.

## **7. Your proposals are received on the basis that you fully understand and accept these terms and conditions.**



## TERMS OF REFERENCE

<b>Title:</b>	<b>International consultancy service to provide analytical tools and international experience in linking finance to development outcomes/SDGs.</b>
<b>Starting Date:</b>	<b>August 2021</b>
<b>Estimated duration:</b>	<b>30 working days, from August to end of November 2021.</b>
<b>Duty station:</b>	<b>Home based</b>

### **I. BACKGROUND**

Following ambitious market reforms which began in the late 1980s, Viet Nam has achieved remarkable development success over the last 30 years and today enjoys a growth rate averaging 6.6 percent, one of the highest in the world. By investing heavily in human development at the turn of the century, Viet Nam made great strides in raising living standards; reducing the poverty rate from more than 60 percent in the 1980s to below 5 percent by 2019; and attaining lower middle-income country status by 2010.

Despite these successes, Viet Nam still faces challenges which could negatively impact its ability to achieve the SDGs by 2030. The key challenge is to avoid the risk of the 'middle-income trap', where a country's growth stagnates after reaching middle-income status due to inefficient allocation of resources, a low-skilled labour force and low levels of innovation. As integration into global value chains have become a critical component of competitiveness, Viet Nam will need to use its domestic public and private finance resources more strategically to avoid this risk and maintain its competitiveness, while at the same time achieve inclusive, productive, green growth by 2030. Yet another challenge is the need to invest more in greening its private SMEs, innovation, human capital development, especially for women and children, whilst addressing the demands of a rapidly aging population. Addressing these challenges is of utmost importance if Viet Nam is to move towards a more inclusive and sustainable economy and minimizes inequalities and ensures no one is left behind.

The levels of development finance required to address these challenges are substantial<sup>1</sup>. While Viet Nam enjoys relatively better international development finance (FDI, ODA and remittance) inflows, domestic (especially private) resource – the main source of development investment and productivity growth - as a share of total development resource, remains among the lowest in the region. Under-development of domestic capital market and under-performing development banks – the important vehicle for

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<sup>1</sup> The International Monetary Fund recently estimated that total spending needs would increase to 20.7% of GDP by 2030 if Viet Nam achieved as good levels of performance across five sectors (education, health, roads, electricity, water and sanitation) as its peer countries. This effectively means public spending in these sectors would need to be increased to 14.8% of GDP by 2030 from the 2017 level of 10.6% of GDP.

channeling private investment in development of infrastructure and in private firms' technology transformation - are identified as the key bottlenecks.<sup>2</sup> Other areas for improvement include: (i) fragmented (as the result of weak vertical and horizontal coordination between Government agencies and levels) and low-efficient public investment, (ii) limited linkage between public and private investment, especially FDI and domestic firms and (iii) limited investment in R&D and innovation.<sup>3</sup>

Addressing these challenges to accelerate the achievement of the SDGs will require an entire new way of approaching development finance, especially in the context of high, unpredictable costs that arise as a result of shocks and crises such as the new, previously unforeseen COVID-19 pandemic. It is envisaged that establishing an INFF will be the first step towards transforming how development finance is mobilized and managed as we work to achieve the SDGs in Viet Nam by 2030. Therefore, GOV of Vietnam in collaboration with UN agencies to apply and get approval from UN SDGs Fund for the project on supporting Viet Nam towards the 2030 integrated Finance Strategy for accelerating the achievement of the SDGs.

The overall objective of the joint GOV-UN Program (JP) is to support Viet Nam's transformation to a more inclusive, productive green and climate resilient economy and accelerate the achievement of the SDGs with strong focus on strengthening effective mobilization and use of state budget as well as promoting contribution/investment from private sector in the national SDGs. The JP will assist the development and rolling-out of Viet Nam's 2030 integrated financing and investment strategy, of which the SDGs are at the heart, while considering the impact of the recent pandemic, COVID-19.

Under the first outcome of the JP, UNDP and other participating UN organizations (PUNOs) are providing support in implementing the 2015 Budget Law's<sup>4</sup> "outcome-based management of the state budget" – the key principle to ensure the most effective contribution of development finance to the achievement of country's development goals. The UNDP supported Development Finance Assessment, however noted that the implementation of the principle has been lagging, due to the lack of technical frameworks/tools to link development finance to the outcomes, especially in attributing contributions of development finance from different sources, through different channels, to the integrated outcomes (following the "whole government and whole society" principle and interlinked SDGs as a coherent package) in a more vigorous manner.

This Terms of Reference (TOR) is to procure international consultancy service to support UNDP, DSENRE/MPI – Gov. focal point of the JP and other Government involved partners to implement the JP activity 1.1.2 and other related activities 1.1.3, 1.2.1 and 1.2.2.<sup>5</sup>

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<sup>2</sup> UNDP policy research, such as Development Finance Assessment Report, study on productivity and competitiveness of Viet Nam's manufacturing firms, Development Finance paper for a policy dialogue (forthcoming, as UNDP in kind contribution to the Joint Program on INFF)

<sup>3</sup> Ibid.

<sup>4</sup> <https://luatduonggia.vn/luat-ngan-sach-nha-nuoc-2015/>

<sup>5</sup> Activity 1.1.3 "Conduct a desk review of VSDGs, targets in SEDP 2021-2025, sectoral master plans/actions plans to establish their links to related budget frameworks and financing plans, focusing on green and climate resilient and inclusive growth VSDGs"; activity 1.2.1. "Developing and piloting criteria and mechanisms for (i) monitoring and assessing local government spending and (ii) holding accountability for achievement of development outcomes under the national targeted programs and making recommendations for the wider

## II. OBJECTIVES OF THE CONSULTANCY SERVICE

The overall objective of the consultancy service is to contribute to the formulation and operation of the Viet Nam INFF to accelerate the achievement of the SDGs. Concrete objective is to strengthen resource allocation and enhance the finance-outcome monitoring and holding accountability, through better alignment of development finance with national SDG priorities.

## III. TASKS AND EXPECTED DELIVERABLES WITH TIMELINES

The international consultant is expected to carry out the following tasks, provide following deliverables:

Tasks	Deliverables	Timelines
1. Preparing consultancy work plan and outlines of the reports	Work plan and outlines of reports	5 August
2. Reviewing and compiling analytical frameworks and tools to link development finance to the outcomes with vigorous evidence-based attribution of contribution of development finance (from different sources, through different channels) to the integrated outcomes (following the “whole government and whole society” principle and interlinked SDGs as a coherent package).	1. A report describing the reviewed/compiled analytical frameworks and tools (with clear sources), underlined theories and assumptions, scope of their application/usage, data/evidence requirements, advantages and limitations, etc. and recommendations for the application of the frameworks and tools in practice/Viet Nam.	20 August – 30 September 2021: first draft for comments; 30 August: final report incorporated comments.
3. Reviewing and compiling the best international (preferably of countries in the AP region, or countries with similar development stage and transitional economies) experience/practices in linking development finance to development outcomes, including in using vigorous evidence-based analytical frameworks/tools for (i) outcome-planning/budgeting, (ii) monitoring the contributions of development finance	2. A report on int. experience with analysis on the contexts that made the experiences/practices applicable/well-functions and recommendations for the application in Viet Nam.  A note: deliverables 1 and 2 above could be combined in one report.	20 August – 30 September 2021: first draft for comments; 30 August: final report incorporated comments.

application in monitoring and holding accountability of local budget spending units for achievement of development outcomes” and activity 1.2.2 “Generate baseline data, make recommendations on improving data disaggregation and data collection for finance-outcome monitoring/ tracking, focusing in STI”. The consultancy service will contribute to the realization of the output 1.1 “Tools provided and applied to establish links between finance and national priority goals/SDGs in 2030 FS, MTIP and MTBP” and output 1.2 “A system designed for monitoring outcomes and accountability of development finance policy instruments.” and the achievement of the JP outcome 1 “Strengthened resource allocation through better alignment of development finance with national SDG priorities”. More details are provided in the JP work plan.

<p>(from different sources, through different channels) to the integrated outcomes (following the “whole government and whole society” principle and interlinked SDGs as a coherent package) and (iii) mechanisms/ principles of holding accountability of budget spending units/finance policies for achieving the development outcomes.</p>		
<p>4. Provide virtual training/coaching to national consultant teams and government partners engaged in implementing activities 1.1.3, 1.2.1 and 1.2.2. on adapting and applying the adapted frameworks and tools in implementing the activities.</p>	<p>4.1. a power point presentation and materials for a virtual training session on theories and analytical frameworks and tools to link finance to integrated development outcomes.</p> <p>4.2. sets of comments to the draft plans/outlines/reports of the national consultant teams engaged in implementing activities 1.1.3, 1.2.1 and 1.2.2.</p>	<p>3.1: September 25 – October 5</p> <p>3.2.: October 5 – October 30.</p>

#### **IV. MONITORING, PROGRESS TRACKING AND REPORTING LINES**

- The consultant will work (i) under the overall supervision and guidance of Assistant Resident Representative – Head of IGU of UNDP and (ii) in close cooperation with relevant colleagues from DSENRE/MPI. The consultant is expected to carry the tasks and provide deliverables in close consultation and collaboration with other Vietnam’s partners involved in the JP and PUNOs and the relevant national consultant teams.
- The monitoring and tracking of the consultancy service progress, timelines, expected deliverables and quality control of the consultant’s deliverables will be in accordance with the tasks, deliverables with timeline set out in Section III above.
- The consultant shall report (i) the consultancy service implementation progress, (ii) quality and timeliness of the provision of support/cooperation from UNDP, DSENRE and other involved partners necessary for carrying out the consultancy service and (iii) difficulties faced carrying out the consultancy service as well as recommended solutions (if any) to the designated UNDP Program Officer during the process of providing the consultancy service for timely solutions.

#### **V. EXPERTISE AND QUALIFICATIONS**

- Master degree (PhD. is preferred/an asset) in economics, finance, development studies and related field.
- At least 10 years of experience in doing research and policy advising on development finance topics, especially experience on outcome-based budgeting, monitoring and

holding accountability. Relevant training and coaching experience on these topics is an asset.

- Sound knowledge (as evidenced by the reports/papers/publications to be submitted by the candidates) on (i) development finance topics, SDGs and Addis Ababa Action Agenda, (ii) development finance issues, strategy and policies as well as the development finance mechanisms, institutions/institutional arrangements of developing/low-middle/middle income countries and (iii) outcome-based budgeting, monitoring and holding accountability.
- Strong report writing and good command in the English (as evidenced by the reports/papers/publications to be submitted by the candidates).

#### **VI. TERMS OF PAYMENT**

100% of the contractual value (consultancy fees) will be made by the completion of all the tasks, submission and acceptance by UNDP of the deliverables as described in Section III of this TOR.

#### **VII. CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES**

NONE                       PARTIAL                       INTERMITTENT                       FULL-TIME

#### **VIII. EVALUATION CRITERIA**

Consultant's experiences/qualification related to the services		
1.1	Master degree (PhD. is preferred/an asset) in economics, finance, development studies and related field.	100
1.2	At least 10 years of experience in doing research and policy advising on development finance topics, especially experience on outcome-based budgeting, monitoring and holding accountability. Relevant training and coaching experience on these topics is an asset.	350
1.3	Sound knowledge on (i) development finance topics, SDGs and Addis Ababa Action Agenda, (ii) development finance issues, strategy and policies as well as the development finance mechanisms, institutions/institutional arrangements of developing/low-middle/middle income countries and (iii) outcome-based budgeting, monitoring and holding accountability.	450
1.4	Strong report writing and good command in the English by provision of two report samples	100
	Total	1,000



## ANNEX IV

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

Date \_\_\_\_\_

United Nations Development Programme

Dear Sir/Madam:

I hereby declare that:

- A) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- B) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- C) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV which I have duly signed and attached hereto as Annex 1;
- D) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [*delete this item if the TOR does not require submission of this document*];
- E) I hereby propose to complete the services based on the following payment rate: [*please check the box corresponding to the preferred option*]:
  - An all-inclusive daily fee of [*state amount in words and in numbers indicating currency*]
  - A total lump sum of [*state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.
- F) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex V;
- G) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- H) This offer shall remain valid for a total period of \_\_\_\_\_ days [*minimum of 90 days*] after the submission deadline;
- I) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office [*disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists*];

J) If I am selected for this assignment, I shall *[please check the appropriate box]:*

- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:

K) I hereby confirm that *[check all that applies]:*

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work:

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal:

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

L) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.

M) *If you are a former staff member of the United Nations recently separated, please add this section to your letter:* I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.

N) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

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

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

Name	Relationship	Name of International Organization

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

YES  NO

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

YES  NO  If answer is "yes", WHEN?

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

Full Name	Full Address	Business or Occupation

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

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

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

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

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

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

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

CV shall include Education/Qualification, Professional Certification, Employment Records /Experience

## **GUIDELINES FOR CV PREPARATION**

WE REQUEST THAT YOU USE THE FOLLOWING CHECKLIST WHEN PREPARING Your CV:

Limit the CV to 3 or 4 pages

NAME (First, Middle Initial, Family Name)

Address:

City, Region/State, Province, Postal Code

Country:

Telephone, Facsimile and other numbers

Internet Address:

Sex, Date of Birth, Nationality, Other Citizenship, Marital Status

Company associated with (if applicable, include company name, contact person and phone number)

### **SUMMARY OF EXPERTISE**

Field(s) of expertise (be as specific as possible)

Particular development competencies-thematic (e.g. Women in Development, NGOs, Privatization, Sustainable Development) or technical (e.g. project design/evaluation)

Credentials/education/training, relevant to the expertise

### **LANGUAGES**

Mother Tongue:

Indicate written and verbal proficiency of your English:

### **SUMMARY OF RELEVANT WORK EXPERIENCE**

Provide an overview of work history in reverse chronological order. Provide dates, your function/title, the area of work and the major accomplishments include honorarium/salary.

References (name and contact email address) must be provided for each assignment undertaken by the consultant that UNDP may contact.

### **UN SYSTEM EXPERIENCE**

If applicable, provide details of work done for the UN System including WB. Provide names and email address of UN staff who were your main contacts. Include honorarium/salary.

### **UNIVERSITY DEGREES**

List the degree(s) and major area of study. Indicate the date (in reverse chronological order) and the name of the institution where the degree was obtained.

### **PUBLICATIONS**

Provide total number of Publications and list the titles of 5 major publications (if any)

### **MISCELLANEOUS**

Indicate the minimum and maximum time you would be available for consultancies and any other factors, including impediments or restrictions that should be taken into account in connection with your work with this assignment.

## Annex V

### FINANCIAL OFFER

Having examined the Solicitation Documents, I, the undersigned, offer to provide all the services in the TOR for the sum of USD .....

This is a lump sum offer covering all associated costs for the required service (fee, meal, accommodation, travel, taxes etc).

No.	Description	Quantity	Unit Rate USD	Total
1	Consultancy fee			
2	Out of pocket expenses			
2.1	Travel			
2.2	Per diem			
2.3	Full medical examination and Statement of Fitness to work for consultants from and above 65 years of age and involve travel – (required before issuing contract). *			
2.4	Others (pls. specify).....			
2.5	VAT** if applicable (in case your company signs the contract)			
	<b>Total</b>			

\* Individual Consultants/Contractors who are over 65 years of age with assignments that require travel and are required, **at their own cost**, to undergo a full medical examination including x-rays and obtaining medical clearance from **an UN-approved doctor** prior to taking up their assignment.

\*\* Individual Consultants/Contractors who request their employer to sign a Reimbursable Loan Agreement (RLA) with UNDP for their behalves are reminded to add the Value Added Tax into the total lump sum of the Financial Offer if applicable.

I undertake, if my proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

I agree to abide by this proposal for a period of 120 days from the submission deadline of the proposals.

Dated this day /month of year

Signature

*(The costs should only cover the requirements identified in the Terms of Reference (TOR) Travel expenses are not required if the consultant will be working from home).*