

TERMS OF REFERENCE (TOR)

Project title: CBAM Impact Assessment in Ukraine

Description of the assignment: Assess CBAM impact on Ukraine's selected industries

Category: Professional Consulting Services

Country / Place of implementation: Ukraine

Possible travels (if applicable): N/A

Starting date of assignment: December 2021

The term of the assignment/or end date (if applicable): 3 months

Administrative arrangements: The Project will not provide any facilities, equipment, support personnel, support services or logistic; all travel costs (if needed) should also be included in the Financial Proposal unless otherwise specified in this Terms of Reference.

Supervisor's name and functional post: Oleksandr Muliar, Project Manager, Supporting Green Recovery in Ukraine

1. PREAMBLE

Building a green economy in Ukraine is a core of the Association Agreement with the EU and facilitating a green and resilient COVID-19 recovery has become a key area of UNDP support to the Government of Ukraine.

Transition to a green economy and climate neutrality in accordance with requirements of the EU will be associated with the need to abandon old and inefficient carbon intensive economic activities develop and implement completely new business-models. These new business model should be based on the low carbon content of the products and services and better management of climate-related risks.

Based on the UN Development System assessment of the situation in Ukraine and according to agreements with Government of Ukraine, priorities for possible UNDP Ukraine interventions during and after the COVID-19 crisis are as follows:

- assistance with sectoral and cross-cutting strategic analysis on the socio-economic impact of COVID-19 for Ukraine and development of policy-proposals within select Ministries;
- commitment to the Green Economy Agenda and conflation of environment, economy, and digital instruments;
- support to MSMEs as one of the core economic lynchpins of Ukraine's economy with particular attention to issues of climate change and environment protection;
- gender equality and empowerment and digital transformation; and
- promotion of the foreign trade relations with the main partners.

To address the above-mentioned challenges and commitments, UNDP Supporting Green Recovery in Ukraine Project is to provide an important stimulus for transition to a greener economy and more sustainable financial system – support implementation of the new business models, creation of the new green jobs, improved social inclusion of the citizens and unlock private green and sustainable finance. This objective will be achieved through delivery of the following outputs:

- improved legal framework on the national level for a better green transformation of the economic and financial relations;

- reduced transaction costs on the green finance market; and
- better evaluation and management of the climate-related risks on the corporate level.

In July 2021, the European Commission introduced the Carbon Border Adjustment Mechanism, (CBAM) as a part of the "fit for 55" package, which aims to reduce the EU's greenhouse gas emissions by 55 per cent compared to 1990 level by 2030. EU CBAM mechanism will impose a carbon price on EU imports of selected commodities from countries with less ambitious climate policies to prevent so-called "carbon leakage." CBAM rules will initially apply to the EU imported goods from the following five sectors:

- electricity
- iron and steel
- cement
- aluminium and
- fertilisers.

New products can be added to the list in future.

Since the EU has become the main trade partner of Ukraine the country will have to make needed adjustments to relevant legislation and industry practices for compliance with CBAM rules to ensure uninterrupted access to EU market starting from 2023.

To form and harmonize Ukraine's position regarding CBAM rules, Cabinet of Ministers of Ukraine set up subject working group headed by Vice-Prime Minister Olha Stefanishyna on March 24, 2021¹. This proves again an importance for Ukraine to elaborate timely and needed actions to address new circumstances due to CBAM.

UNDP's initial analysis of CBAM indicated that Ukraine may have significant losses due to the introduction of CBAM in its trade with EU unless it undertakes all needed actions. As of 2019, Ukraine ranked fifth among the EU's importers by the total cost of the goods that get under the provision of CBAM. In addition, Ukraine's joining EU Green Deal and recent approval of the country's updated 2021-2030 Nationally Determined Contributions (NDC) under the Paris Agreement requires ambitious country efforts towards reducing greenhouse gas emissions, which correlates with new CBAM trade rules.

The study is expected to result in detailed estimations of CBAM impact on five above mentioned Ukrainian industries and on Ukraine's economy as a whole and suggested concrete actions / road maps to face the challenges. Study results will be used by Government of Ukraine, as well as private sector while elaborating relevant legislative initiatives and initiating other needed steps.

2. OVERALL OBJECTIVES AND TASKS

The overall goal of the assignment is to conduct a detailed, sectoral, and national analysis of consequences of CBAM regulations, including cost estimations and the elaboration of proposals for Government of Ukraine and selected industries to adjust relative legislation and practices.

The Contractor will be responsible for conducting a study and preparing a report on impact of recently introduced CBAM mechanism on Ukraine-EU trade and particular industries, including cost estimations and elaboration of proposals for Government of Ukraine and selected industries to adjust relative legislation and practices.

The study report should include analytics in the following aspects: description of CBAM peculiarities and its perspectives, Ukraine export to EU data and analysis, cost calculation for Ukraine to trade with EU

¹ <https://zakon.rada.gov.ua/laws/show/265-2021-%D0%BF#Text>

under CBAM regulations and detailed description of proposed actions for the country to ensure uninterrupted access to EU market.

Specific objectives include, but not limited to:

- Make description and analysis of CBAM peculiarities and its perspectives
- Conduct data analysis of Ukraine export to EU, its trend, and perspectives
- Perform cost calculation for Ukraine to trade with EU under CBAM regulations and make comparative analysis with the current subject cost
- Make detailed description of proposed actions for the country to ensure uninterrupted access to EU market

3. SCOPE OF WORK AND EXPECTED OUTCOMES

Under the UNDP Project Manager's supervision and in coordination with the Project Team, the Contractor will accomplish the following activities.

STAGE 1. Study Preparation.

1.1. Conduct a desk review of UNDP's background documents and prepare a detailed work plan. The work plan should specify the timeline of all key stages of the research with fixed deadlines and with those experts responsible for particular tasks. The Contractor should draft a work plan in close consultation with UNDP.

1.2. Develop a methodology and submit it to UNDP for review and approval. The methodology applied should allow for attaining the objectives and goals as specified in "2. Overall objectives and tasks".

The methodology should include an overview of study tools to be applied, channels of data collection and a list of main counterparts to communicate while the study.

NOTE: The Contractor should discuss goals of assignment and methodology with UNDP before starting the work. UNDP should approve the final version of the methodology with detailed research methods, samples, tools, and timetable of proposed work.

STAGE 2. Study Implementation

2.1. Conduct desk research by availing of existing documentation, including:

- (1) CBAM documents, including regulations and relevant analytics
- (2) Ukraine-EU trade regime and relevant assessments
- (3) Relevant official statistics data analysis and studies already prepared.
- (4) Any other relevant documents, online and offline publications, and websites locally and internationally, which may be relevant.

2.2. Conduct interviews with stakeholders

The Contractor should communicate with the identified stakeholders at the international level and in Ukraine to solicit, acquire or follow up on information identified and validate hypotheses or findings.

STAGE 3. Reporting

3.1. Develop a Report on potential losses by each of Ukrainian five industries under CBAM.

The Report should provide most likely scenarios and model projections to mitigate negative impact, at sector and national level. The five industries are as follows:

1. electricity

2. iron and steel
3. cement
4. aluminium and
5. fertilisers.

The Report shall be prepared in English (up to 25 pages A4, 11pts).

3.2. Develop Study Report on CBAM impact on Ukraine industries.

The Contractor will analyse and consolidate the data obtained during Stage 1 and Stage 2 and produce a high-quality consolidated report. The final structure and content of the Report shall be agreed with UNDP. The Report should include at least the following sections:

- Findings and recommendations
- Methodology description
- Detailed analysis of CBAM mechanism including a political assessment of the discussions at EU level
- CBAM impact assessment on Ukrainian industries by sector and nationally
- Summary of consultations with stakeholders
- Analysis of possible short-term and long-term actions by Government of Ukraine and industries to face CBAM challenges
- Key data sources to be presented in an annex

The Report shall be prepared in English (up to 100 pages A4, 11pts).

Requirements for analytical reporting

A report structure must include a cover page, table of contents, glossary of terms, introduction, executive summary, the text of the report, conclusion, recommendations, annexes. The conclusions should be comprehensive and balanced, be well substantiated by the evidence and logically linked to the assessment findings. The recommendations need to be supported by an evidential basis, be credible, practical, action-oriented, and define who is responsible for the action to have the potential to be used in decision-making.

The Annexes should be duly numbered, and all tables should contain references to sources and be numbered, as well as there should be references to them in the text of the report. All visuals and tables throughout the report should be duly numbered.

The report should contain a bibliography and list of web-resources, if relevant. The final report should consider UNDP analytical standards and standards for writing reports. The report format (layout, text borders, the design of charts and tables, format of titles, subtitles, and main text and other) should provide for convenient reading of the document and be in line with basic design requirements (aesthetics) to such kind of documents. The report should be logical and understandable and have a limited number of specialized terms. The report should also have a clear structure and be broken into sections (subsections).

All reports and results are to be submitted to the UNDP in electronic form (*.docx, *.xlsx, *.pptx, and *.pdf or other formats accepted by UNDP).

STAGE 4. Validation of Study Results with Key Stakeholders.

4.1. Prepare presentation materials based on report findings

Upon completing the Report, the Contractor will prepare a presentation, which should cover methodology, assessment results and recommendations.

Requirements to presentation

The primary focus of the presentation should be on detailed CBAM impact and concrete recommendations for further action. Presentation materials should be prepared after UNDP review and comments of the study report. Presentation shall be prepared in both English and Ukrainian and shall be reviewed by UNDP as well. Presentation should be prepared in PowerPoint format using the template provided by UNDP and to be submitted to the UNDP in electronic form (*.pptx, *.pdf or other formats accepted by UNDP).

4.2. Make presentation of the findings to UNDP and stakeholders to seek feedback for possible clarifications.

The Contractor is expected to participate in at least one (1) public event to present the study results and critical recommendations. It is expected that all events will be organized online (virtually). If an event is organized offline, the event's logistic arrangements will be covered separately by UNDP. The Contractor should not include these costs in the financial proposal.

UNDP will support holding one or two events for subject discussion with an involvement of state bodies representatives, private sector, and expert community.

STAGE 5. Study Report Finalization and Submission.

5.1 Finalize Study Report.

The Final Study Report should incorporate comments and suggestions by UNDP, participants of presentation event (s), others.

5.2. Submit final Study Report to UNDP.

NOTE: Any information, reports, presentations, and other materials should be agreed upon with UNDP before sharing externally. All information and products produced by the Contractor under this Project will remain property of the UNDP.

To ensure the proper delivery of the above tasks, the Contractor will:

- Hold inception and follow-up meetings with the UNDP project team as requested.
- Prepare a detailed work plan with a timetable for this assignment.
- Submit all the deliverables for review, comments and approval to the UNDP project team as requested.
- Develop tools and documentation described above in this Terms of Reference and validate/approve them with the UNDP project team.
- Liaise and ensure constant communication/coordination with the UNDP project team regarding all aspects of the assignment, and instantly inform UNDP of any difficulties or delays encountered during the assignment to resolve them.
- Ensure the mainstreaming of gender equality and women's empowerment considerations in activities, promote a safe and enabling environment free of any kind of discrimination and abusive behaviour, and use the principles of gender-responsive communications in line with the UNDP corporate standards.

4. DELIVERABLES AND TIMELINE:

The target date for the start of work is November 20, 2021. The Contractor is expected to complete the tasks within the following tentative timeframe.

| # | Deliverable | Timeframe |
|---|--|-----------|
| 1 | An Inception Report developed and submitted to UNDP for review and approval, comprising: a detailed final methodology; a detailed work plan reflecting key actions, milestones, and updated calendar with Gantt Chart. | 2 weeks |
| 2 | Report on potential losses by each of Ukrainian five industries under CBAM given most likely scenarios and with model projections to mitigate negative impact, at sector and national level. The five industries are: <ul style="list-style-type: none"> - electricity - iron and steel - cement - aluminum and - fertilizers | 3 weeks |
| 3 | Study Report on CBAM impact on Ukraine industries in English. presented to UNDP for feedback and validation, containing comprehensive analysis and sections outlined above. The document should include at least the following sections: <ul style="list-style-type: none"> - Findings and recommendations - Methodology description - Detailed analysis of CBAM mechanism including a political assessment of the discussions at EU level - CBAM impact assessment on Ukrainian industries by sector and nationally - Summary of consultations with stakeholders - Analysis of possible short-term and long-term actions by Government of Ukraine and industries to face CBAM challenges - Key data sources to be presented in an annex | 3 weeks |
| 4 | Final Study Report (<i>in English</i>), incorporating comments and feedback, developed, and submitted to UNDP. Presentation developed, findings and recommendations presented to a wide range of stakeholders at minimum one (1) public event. | 3 weeks |

5. PAYMENT SCHEDULE

Payment will be made in 4 tranches according to the following payment schedule:

First payment - upon satisfactory completion of Deliverable 1 - (20%).

Second payment - upon satisfactory completion of Deliverable 2 - (20 %).

Third payment - upon satisfactory completion of Deliverable 3 – (30 %).

Fourth payment – upon satisfactory completion of Deliverable 4 – (30%)

6. COPYRIGHT

All information and products produced by the Contractor under this Project will remain property of the UNDP.

7. MONITORING AND REPORTING REQUIREMENTS

The Contractor will work under the Project Manager's supervision and in close cooperation with the Project staff.

The Contractor shall comply with the monitoring, evaluation, and quality control implemented by the UNDP. All necessary information, reports, statistics, electronic and paper version of the reports should be prepared and submitted for clearance by UNDP according to a preliminary determined schedule or as quickly as possible (within the agreed period).

The Contractor must consult with UNDP on all the steps of the process and proceed to the next step only upon obtaining approval on the accomplished step. The organization should arrange its activities based on the principle of constructive cooperation. It is mandatory to take into account all proposals of UNDP.

After completing all activities, the Contractor is to submit to the UNDP a Final Study Report, containing a brief description of the work performed and the deliverables. The Final Study Report should also contain information related to the overall organization and execution of the study, data entry, and organization of the output files highlighting any considerable difficulties, challenges and deviations from the original plan and any other notable occurrences.

All reports and results are to be submitted to the UNDP in electronic form (*.docx, *.xlsx, *.pptx, and *.pdf or other formats accepted by UNDP). The Intermediate and Final reports should be submitted in Ukrainian and English.

8. MANAGEMENT ARRANGEMENTS

The Contractor shall be responsible for managing the assignment's processes, human resources, logistics and expenditures related to the assignment in terms of time and adequacy in close consultations with the UNDP.

The Contractor should ensure the reference to UNDP.

Project implementation will be monitored along with the working plan, but UNDP reserve the right to request information about the current level of progress at any stage. A final decision on the evaluation of works delivered by the Contractor is made by the Project Manager.

9. EXPERIENCE AND QUALIFICATION REQUIREMENTS (ELIGIBILITY CRITERIA) TO CONTRACTOR

General requirements:

- An officially registered company or organization (commercial, non-profit, non-governmental, educational establishment). Applicants may submit their proposals as members of the partnership/consortium. In this case, the contract will be concluded with the principal organization. The principal organization shall conclude all partnership agreements. Legal partnership registration is not required; however, partner companies shall commit themselves to cooperate to fulfil the terms of the contract.
- At least seven (7) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing.
- At least five (5) years of proven experience with advisory or research assignments related to economic development, trade and access to finance or closely related fields in Ukraine and internationally.
- Availability of staff and technical resources for organizing and holding expert interviews, focus group discussions remotely and offline, data management software, etc.
- Experience in working with international organizations and donor agencies **will be an asset.**

Requirements for the Key Personnel:

1. Project Team Leader

- At least a Master's degree in Business Administration, Marketing, Economics, Statistics, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset.
- At least 10 years of experience in project management and/or leading research teams.
- At least 10 years of professional experience in research and analytics including managing and controlling quality of nation-wide studies (samples of works or links thereto are to be provided).
- Excellent writing skills, analytic capacity, and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored analytical documents with high-level recommendations, vision for market development and/or ideas for strategic direction and plan of action).
- Fluency in English.

2. Key Research Expert 1

- At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset.
- At least 5 years of professional experience in research and analytics including providing and controlling quality of nation-wide economic studies (samples of works or links thereto are to be provided).
- At least 5 years of experience in conducting policy and economic research.
- Excellent reporting skills (reference to at least 2 open-source reports should be provided).
- Fluency in Ukrainian and English.

2. Key Research Expert 2

- At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset.
- At least 5 years of professional experience in research and analytics including providing and controlling quality of nation-wide economic studies (samples of works or links thereto are to be provided).
- Excellent reporting skills (reference to at least 2 open-source reports should be provided).
- At least 5 years of experience in conducting policy and economic research.
- Fluency in Ukrainian.

10. DOCUMENTS TO BE SUBMITTED WITH THE APPLICATION

- Technical proposal (see more details below)
- Financial proposal (see more details below)

11. TECHNICAL PROPOSAL

Required

- Letter of interest/letter of proposal, with general information on the Organization: name of organization; address (legal and mailing), telephone and fax numbers, contact persons, e-mail addresses, as well as on organization resources and capacities, including date of establishment,

- information about activities of the organization, professional expertise, experience, number of employees (information should not exceed three (3) pages);
- Proposed schedule with a list of key activities (information should not exceed three (3) pages);
 - Proposed Methodology for the Completion of Assignment, including a detailed description of how the proposed approach and methodology meets or exceeds the requirements. All essential aspects should be addressed in sufficient detail, including a description of assessment methodology, approach to sampling and data collection, instruments for conducting the assessment (interviewers, facilities, data management, equipment). The methodology shall also include details of the Applicant's risk mitigation, technical and quality assurance review mechanisms, and any other comments or information regarding the approach and methodology (information should not exceed 15 pages).
 - CVs of the project team members clearly indicating the respective qualification requirements
 - Examples or summaries of prior successful projects delivered (at least 3 cases clearly illustrating relevance, the scope of work and results of Contractor's work);
 - Copies of analytical reports prepared earlier:
 1. Not less than two (2) focused on Ukraine on economic and business development, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
 2. Not less than two (2) focused on other countries or international experience on economic and business development, market innovation or transformation, shaping value chains, trade and investment or closely related subjects.
 - At least two references from previous clients.

12. EVALUATION CRITERIA

Evaluation and comparison of proposals

A two-stage procedure is utilized in evaluating the proposals, with the evaluation of the technical proposal being completed prior to any price proposal being opened and compared. The price proposals will be opened only for submissions that passed the minimum technical score of 70% (or 490 points) of the obtainable score of 700 points in the evaluation of the technical proposals.

In the First Stage, the technical proposal is evaluated based on its responsiveness to the Terms of Reference (TOR) and as per the below Evaluation Criteria.

In the Second Stage, the price proposals of all offerors, who have attained a minimum 70% score in the technical evaluation, will be reviewed.

Overall evaluation will be completed in accordance with the cumulative analysis scheme, under which the technical and financial aspects will have pre-assigned weights on 70% and 30% of the overall score, respectively. The lowest cost financial proposal (out of technically compliant) will be selected as a baseline and allocated the maximum number of points obtainable for financial part (i.e., 300). All other financial proposals will receive a number of points inversely proportional to their quoted price; e.g. 300 points x lowest price / quoted price.

The winning proposal will be the one with the highest number of points after the points obtained in both technical and financial evaluations, respectively, are added up. The contract will be devoted to the bidder that submitted the winning proposal.

Technical Evaluation Criteria

| Summary of Technical Proposal Evaluation Forms | | Score Weight | Points Obtainable | Company / Organization | | | |
|--|---|--------------|-------------------|------------------------|---|---|---|
| | | | | A | B | C | D |
| 1 | The expertise of the company/organization submitting the Proposal | 35% | 245 | | | | |
| 2 | Proposed Work Plan, Methodology and Approach | 35% | 245 | | | | |
| 3 | Management Structure and Qualification of Key Personnel | 30% | 210 | | | | |
| | Total Score | 100% | 700 | | | | |
| | Notes | | | | | | |

Technical evaluation forms are provided on the next pages. The maximal points obtainable per each criterion indicate the relative importance or score weight in the general evaluation process.

Technical Proposal Evaluation Forms:

Form 1. The expertise of the company/organization submitting the proposal

Form 2. Proposed Work Plan, Methodology and Approach

Form 3. Management Structure and Qualification of Key Personnel

Technical Evaluation Criteria for UNDP ToR

| Technical Proposal Evaluation Form 1 | | Points Obtainable | Company / Organization | | |
|--|--|----------------------|------------------------|---|---|
| | | | A | B | C |
| The expertise of the company/organization submitting the Proposal | | | | | |
| 1.1 | Officially registered organization (commercial, non-profit, non-governmental, educational establishment): <i>{10 years in operation – 15 points, 11-19 years – 17 points, more than 20 years – 20 points}</i> | 20 | | | |
| 1.2 | At least ten (10) years of proven experience with similar study and research assignments, specifically on design, implementation and management of qualitative and quantitative data collection processes, market research and studies, data collection, collating and analysis, and report writing. <i>{10 years – 20 points, 11-15 years – 30 points, 16 years and more – 35 points}</i> | 35 | | | |
| 1.3 | At least five (5) years of proven experience with advisory or research assignments related to economic development, business development services or closely related fields in Ukraine and internationally. <i>{5 years – 20 points, 6-9 years – 30 points, 10 years and more – 35 points}</i> | 35 | | | |
| 1.4 | Experience in conducting research and studies focused on market innovation or transformation, shaping value chains, trade and investment or closely related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 20 points, 4-5 relevant reports – 25 points, 5 reports or more – 35 points}</i> | 35 | | | |
| 1.5 | Quality of analytical reports (related to 1.4.): <ul style="list-style-type: none"> - The relevance of the cases is in line with 1.4 expertise, information is clear and consistent, visualisation and analysis are clearly showcasing the results of the study – 25 points. - The research is focused on market innovation or transformation, trade and investment, the analyses are clear and consistent but lacks proper visualisation – 15 points - The study shows incomplete relevance to the subject of the ToR - 5 points. | 25 | | | |
| 1.6 | Experience in conducting research and studies focused on other countries/international experience related to economic and business development, market innovation or transformation, shaping value chains, trade and investment or closely related subjects evidenced by submitted summaries of reports. <i>{2-3 relevant reports – 20 points, 4-5 relevant reports – 25 points, 5 reports or more – 35 points}</i> | 35 | | | |

| | | | | | |
|----------------------------------|---|-----|--|--|--|
| 1.7 | Quality of analytical reports (related to 1.6.): <ul style="list-style-type: none"> - The relevance of the cases – 10 points. - Clear and consistent information - 10 points. - Quality visualizations – 5 points. - Quality analysis – 10 points. | 35 | | | |
| 1.9 | Experience in working with international organizations <i>{no experience – 0 points; availability of experience – 25 points}</i> | 25 | | | |
| The total score on Form 1 | | 245 | | | |

| Technical Proposal Evaluation Form 2 | | Points Obtainable | Company/Organization | | |
|---|--|------------------------------|-----------------------------|----------|----------|
| | | | A | B | C |
| Proposed Work Plan, Methodology and Approach | | | | | |
| 2.1 | The relevance of the technical proposal to the objectives and tasks of the TOR, the quality of the proposed approach and methodology and its compliance with the stated goals of the TOR: <ul style="list-style-type: none"> - The methodology is well-adjusted to the needs of the ToR and shows an understanding of the assignment –75 points; - Essential aspects are addressed in sufficient detail, the methods and tools proposed are meeting the purpose and objectives of the assessment and are detailed in the proposal – 40 points; - Proposed methodology and approach are aimed at designing a comprehensive analytical report – 30 points; - The technical proposal is realistic within the timeframe stated in TOR – 15 points. - The methodology allows establishing an M&E baseline, includes risk mitigation, technical and quality assurance review mechanisms – 10 points. | 170 | | | |
| 2.2 | Work plan and timelines: <ul style="list-style-type: none"> - A work plan is well elaborated and feasible and includes visualized work schedule – 40 points; - Work plan envisages all the activities and deliverables outlined in ToR – 20 points; - Key activities in the work plan developed in the optimal sequence - 15 points. | 75 | | | |
| The total score on Form 2 | | 245 | | | |

| Technical Proposal Evaluation Form 3 | | Points Obtainable | Company / Organization | | |
|--|--|----------------------|------------------------|---|---|
| | | | A | B | C |
| Management Structure and Qualification of Key Personnel | | | | | |
| Project Team Leader | | | | | |
| 3.1 | At least Master's/Specialist's degree in Business Administration, Marketing, Economics, Statistics, Management, Social Sciences, Development Studies, Law, Public Administration, or another related field. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 7 points, PhD or above -10 points}</i> | 10 | | | |
| 3.2 | At least ten (10) years of experience in project management and/or leading research teams. <i>{10-12 years– 13 points, 13 years and more – 15 points}</i> | 15 | | | |
| 3.3 | At least ten (10) years of proven work experience in research. Experience at the international level is an asset. <i>{10-15 years– 15 points, 15 years and more – 25 points; experience at the international level – additional 5 points}</i> | 30 | | | |
| 3.4 | Previous experience of working with international trade <i>{no experience - 0 points, 1-2 years – 5 points, 3 years and more – 10 points}</i> | 10 | | | |
| 3.5 | Excellent writing skills, analytic capacity, and ability to synthesize inputs and relevant findings (proven with samples of at least two (2) prepared or co-authored analytical documents with high-level recommendations, vision for market development and/or ideas for strategic direction and plan of action). <i>{2-3 related publications – 8 points, 3-4 related publications – 9 points; 5 and more related publications–10 points}</i> | 10 | | | |
| 3.6 | Language skills (Fluent English - 5 points) | 5 | | | |
| Interim score by criteria 3.1-3.6 | | 80 | | | |
| Key Research Expert 1 | | | | | |
| 3.7 | At least a Master's / Specialist's degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset. <i>{Master's/Specialist's degree - 7 points, PhD or above -10 points}</i> | 10 | | | |
| 3.8 | At least 5 years of professional experience in research and analytics including providing and controlling quality of nation-wide economic studies (samples of works or links | 15 | | | |

| | | | | | |
|---|--|------------|--|--|--|
| | there to are to be provided); {5- 10 years - 13 points, 10 years and more – 15 points} | | | | |
| 3.9 | At least 5 years of experience in conducting policy and economic research {5-8 years of experience – 15 points; 9 and more years of experience – 20 points} | 20 | | | |
| 3.10 | Excellent reporting skills (reference to at least 2 open-source reports should be provided). {2-3 related publications – 7 points, 3-4 related publications – 8 points; 5 and more related publications– 10 points} | 10 | | | |
| 3.11 | Language skills {Fluent Ukrainian and English – 5 points} | 5 | | | |
| Interim score by criteria 3.7-3.11 | | 60 | | | |
| Key Research Expert 2 | | | | | |
| 3.12 | At least a Master’s / Specialist’s degree in Business Administration, Public Administration, Marketing, Economics, Finance, Management, Social Sciences, another related field. A postgraduate degree in the relevant field is an asset. {Master’s/Specialist’s degree - 7 points, PhD or above -10 points} | 10 | | | |
| 3.13 | At least 5 years of professional experience in research and analytics including providing and controlling quality of nation-wide economic studies (samples of works or links there to are to be provided); {5- 10 years - 13 points, 10 years and more – 15 points} | 15 | | | |
| 3.14 | At least 5 years of experience in conducting policy and economic research {5-8 years of experience – 15 points; 9 and more years of experience – 20 points} | 20 | | | |
| 3.15 | Excellent reporting skills (reference to at least 2 open-source reports should be provided). {2-3 related publications – 7 points, 3-4 related publications – 8 points; 5 and more related publications– 10 points} | 10 | | | |
| 3.16 | Language skills {Fluent Ukrainian 5 points} | 5 | | | |
| Interim score by criteria 3.7-3.11 | | 60 | | | |
| 3.17 | Is gender diversity ensured in the team? {partially ensured – 10 points} | 10 | | | |
| The total score on Form 3 | | 210 | | | |

Financial Proposal Form²

The Proposer must prepare the Financial Proposal in an envelope separate from the rest of the RFP as indicated in the Instruction to Proposers.

The Financial Proposal must provide a detailed cost breakdown. Provide separate figures for each functional grouping or category.

Any estimates for cost-reimbursable items, such as travel and out-of-pocket expenses, should be listed separately.

In the case of an equipment component to the service provider, the Price Schedule should include figures for both purchase and lease/rent options. UNDP reserves the option to either lease/rent or purchase outright the equipment through the Contractor.

The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

The bidders are requested not to modify/alter lines but keep them in their financial proposal.

A. Cost Breakdown per Deliverables*

| № | Deliverables as referred to in the TOR | Percentage of Total Price (Weight for payment) | Amount excl. VAT, currency | VAT, currency (if applicable) | Amount including VAT, currency |
|---|--|--|----------------------------|-------------------------------|--------------------------------|
| 1 | Stage 1 Deliverables | | | | |
| 2 | Stage 2 Deliverables | | | | |
| 3 | Stage 3 Deliverables | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| | Total | 100% | | | |

**Basis for payment tranches*

B. Cost Breakdown by Cost Component:

The Proposers are requested to provide the cost breakdown for the above given prices for each deliverable based on the following format. UNDP shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price if both parties have agreed to add new deliverables to the scope of Services.

The bidders are requested not to modify/alter lines but keep it in their financial proposal.

² No deletion or modification may be made in this form. Any such deletion or modification may lead to the rejection of the Proposal.

| Nº | Activity/Costs | Unit | Number | Cost per unit, currency | Amount, currency excl. VAT | VAT, currency (if applicable) | Amount including VAT, currency |
|----------|--|------|--------|-------------------------|----------------------------|-------------------------------|--------------------------------|
| 1 | Personnel | | | | | | |
| 1.1 | Project Team Leader | | 1 | | | | |
| 1.2 | Key Research Expert 1 | | 1 | | | | |
| 1.3 | Key Research Expert 2 | | 1 | | | | |
| 1.4 | Other experts (as required) | | | | | | |
| 2 | Administration Costs (if necessary) | | | | | | |
| 2.1 | Communication (Internet/Phone/etc.) | | | | | | |
| 2.2 | Other (if any – to clearly define activities/costs) | | | | | | |
| 3 | Travel and Lodging | | | | | | |
| 3.1 | Travel costs (tickets) | | | | | | |
| 3.2 | Accommodation | | | | | | |
| 3.3 | Daily Allowance | | | | | | |
| 4 | Research-related Costs | | | | | | |
| 4.1. | Expert interviews (10 interviews) | | 10 | | | | |
| 4.2 | Other (if any - to clearly define activities/costs) | | | | | | |
| 5 | Other costs (if any - to clearly define activities/costs) | | | | | | |
| 5.1 | ... | | | | | | |
| 5.2 | ... | | | | | | |
| | Total (please indicate currency) | | | | | | |

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