



GENERAL INFORMATION

Title: *Local Consultants to support the Implementation of SNAP on PCVE in Surakarta City*

Project Name: *Preventing Violent Extremism through Promoting Tolerance and Respect for Diversity (PROTECT) Project Phase II*

Reports to: *National Project Manager*

Duty Station: *Surakarta*

Expected Places of Travel (if applicable): *location of intervention; Offices of local Government Officials.*

Duration of Assignment: *104 working days within 12 months*

REQUIRED DOCUMENT FROM HIRING UNIT

<input checked="" type="checkbox"/>	TERMS OF REFERENCE
<input checked="" type="checkbox"/>	CONFIRMATION OF CATEGORY OF LOCAL CONSULTANT, please select:
3	(1) Junior Consultant (2) Support Consultant (3) Support Specialist (4) Senior Specialist (5) Expert/ Advisor
<input checked="" type="checkbox"/>	CATEGORY OF INTERNATIONAL CONSULTANT, please select:
	(6) Junior Specialist (7) Specialist (8) Senior Specialist
<input checked="" type="checkbox"/>	APPROVED e-requisition

REQUIRED DOCUMENTATION FROM CONSULTANT

<input checked="" type="checkbox"/>	P11 or CV with three referees
<input checked="" type="checkbox"/>	Copy of education certificate
<input checked="" type="checkbox"/>	Completed financial proposal
<input checked="" type="checkbox"/>	Completed technical proposal

Need for presence of IC consultant in office:

- ☒ partial (A regular meeting will be conducted through online/offline)
☐ intermittent (explain)
☐ full time/office based (needs justification from the Requesting Unit)

Provision of Support Services:

- Office space: ☐ Yes ☒ No
 Equipment (laptop etc): ☐ Yes ☒ No
 Secretarial Services ☐ Yes ☒ No

If yes has been checked, indicate here who will be responsible for providing the support services: < Enter name >

I. BACKGROUND

a) Briefly describe the project rationale / background and the objectives of the project

In recent years, Indonesia has experienced the decline of number, scale, and success of extremist attacks. However, the rise of ISIS has brought with it new complexity and transnational element to violent extremism in Indonesia. The blast around *Thamrin street* in the early 2016 and the bus terminal bombing in 2017 have shown that the radical activity inspired in part by ISIS. The previous ones that occurred in Surabaya, 2018, have transformed the patterns of the violent act in the violent extremism by involving women and children, acting as perpetrators of the attack. Also, another attack in Makassar and Jakarta in March 2021, where the role of women already totally changes, from supporters, to become perpetrators.

In response to that situation, many actors have been actively engaged to prevent violent extremism. Those factors include the government of Indonesia, CSOs, academics, and religious-based mass organizations, and UN Agencies. They have been involved in the development of the policymaking including, in the areas of law enforcement and community-based approach that aimed to reduce the risk of violent-extremism leading to terrorism.

Based on the Secretary-General's Plan of Action to Prevent Violent Extremism and Sustainable Development Goals (SDGs) 16: Peace, Justice and Strong Institutions, the United Nations Development Programme (UNDP) and the European Union has launched the project "Preventing Violent Extremism through Promoting Tolerance and Respect for Diversity" (PROTECT) on March 2019, aiming to reduce the risk of violent extremism in the region by taking a preventive and welfare approach with core respect to human rights, and gender mainstreaming in South-East Asia. The PROTECT project is a regional project, which is being implemented in four countries of South-East Asia: Thailand, Philippines, Malaysia, and Indonesia.

The first phase of the PROTECT Project has taken the leading role in facilitating a series of policy engagement on the NAP on PCVE with various stakeholders. Not only the support of the issuance of NAP on PCVE, but this project also contributed to filling the knowledge gap on violent extremism in Indonesia and South-East Asia through several pieces of research, as well as empowered youth through various pieces of training to promote tolerance, pluralism, and respect for diversity among groups in the communities. Building on these achievements and lessons learned, for the next phase (2020-2023), the PROTECT project would like to continue the same 3 (three) pillars of interventions; support the government policy on NAP on PCVE both at the national and sub-national level, data, and analysis, and strengthening the capacity of PCVE actors, such as religious-based organizations, youth, children, and women.

The rationale of the project remains the same as the previous phase, which is to strengthen the resilience of Indonesia to violent extremism, through promoting tolerance and respect for diversity. To achieve the above results, the project seeks to support the implementation of the government policies in the area of preventing violent extremism through various policy engagement by implementing "the whole of government" and "whole of society approach". Lastly, the project will promote gender mainstreaming in the prevention of violent extremism, with a gender-sensitive approach.

b) Briefly describe the context of the required services

The efforts of the Indonesian government in handling and overcoming extremism, radicalism, and terrorism can be tracked by the policies and programs that have been carried out, the most recent is the issuance of Presidential Regulation number 7 of 2021 regarding the National Action Plan for Preventing and Countering Violence Extremism that Leads to Terrorism. The issuance of Presidential Regulation is one step forward and a form of commitment by the Indonesian government both at local and global levels in minimizing the potential for the spreading of terrorism that arises from the extreme thoughts, attitudes, and actions that develop in the midst of society.

The stipulation of regulation in the form of a Presidential Regulation No. 7 of 2021 concerning the National Action Plan for Preventing and Countering Violence Extremism that Leads to Terrorism is expected to strengthen several other government policies and become a reference for all parties, particularly local governments throughout Indonesia to make efforts to prevent the potential for extremism that thrives in Indonesia through integrated concrete actions, and strengthen coordination between government agencies and multi stakeholders in preventing violent extremism on Indonesian soil.

After the enactment of Presidential Regulation No. 7 of 2021 regarding PCVE, the project would like to provide continuous support to government counterparts in implementing NAP on PCVE at the sub-national levels. the project would like to provide support on the formulation of the local action plan, as well as promoting further policy advocacy to relevant local government agencies and CSOs to ensure that all stakeholders will be contribute on the formulation of SNAP PCVE. The project will also support the implementation of the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism at sub-national level.

The project would like to provide continuous support to government counterparts in disseminating the substance of NAP on PCVE both at the national and sub-national levels, including the facilitation of the adoption of the NAP into Sub-National Action Plan in 5 (five) cities namely Bandung, Bogor, Makassar, Malang, and Surakarta.

c) Emphasize the relevance/purpose of the work required and how it is linked to the project context

The project plan to have several activities to provide continuous support to government counterparts in disseminating and implementing of NAP on PCVE at the sub-national levels, as well as preparation of developing action plan of PCVE at sub-national level, particularly in the 5 (five) areas of intervention, namely Bandung, Bogor, Makassar, Malang, and Surakarta.

The project will continue on providing extensive support to the Local Government in the implementation of NAP on PCVE through various policy engagement and advocacy:

1. dissemination of the substance of NAP on PCVE to the broader public at the Sub-National Level
2. dissemination of the substance of the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism in Surakarta City
3. facilitate the adoption of the NAP into Sub-National Action Plan in Surakarta City
4. conduct a series of policy advocacy to ensure all of required policy support on implementation of NAP on PCVE at sub-national level, particularly in Surakarta City
5. facilitate the initiation of the Monitoring and Evaluation Guidelines of SNAP on PCVE.

Through this facilitation, the local consultant main objective is to facilitate a series of policy engagement measures to initiate and support the local government to formulate a sub-national action plan to prevent violent extremism (SNAPs on PCVE). The Local Consultant will work closely with the local government in the respective areas of intervention in facilitating policy advocacy regarding the adoption of Sub-National Action Plan (SNAPs) in Surakarta City.

d) List and describe the stakeholders for the project.

The PROTECT project will be implemented for and with direct participation and close partnership with:

1. The national government, such as the Coordinating Ministry for Human Development and Cultural Affairs (Kemenko PMK), the Coordinating Ministry for Political, Legal and Security Affairs (Kemenko Polhukam), the National Counter-Terrorism Agency (BNPT), the Ministry of National Development Planning

(BAPPENAS), the Ministry of Home Affairs (Kemendagri), the Ministry of Religious Affairs (Kemenag), the Ministry of Education and Culture Affairs (Kemendikbudristek), the Ministry of Women Empowerment and Child Protection (KPPPA), and the Indonesian Witness and Victim Protection Agency (LPSK)

2. Local-level governments of Surakarta City, and
3. Civil Society Organizations (CSOs).

e) If applicable, explain thoroughly the peculiarity of the setting of the project or the work required, if any (e.g., security risks involved in conducting the work in certain communities, certain cultures and practices unique to the stakeholders, etc.)

The main issue of project implementation activities after the enactment of presidential regulation number 7 of 2021 is how to disseminate information about NAP on PCVE to the local governments and encourage local governments to initiate and formulate NAP on PCVE at the local level.

To mitigate the issue, the Local Consultant will facilitate the close communication and consultation with the local government counterparts, relevant authorities, and other related stakeholders to engage local government in Surakarta City and to initiate the development of the sub-national action plan on preventing violent extremism.

f) Provide information available that will help IC to understand the context of the work, such as publications, reports, etc.

In line with the project, the information on the PROTECT project is available mainly by reading the project documents and the presentation materials including the factsheet on the project.

Other relevant documentation that could clarify the context of the work for the Local Consultant is:

1. On the project specification, consult the country office project document of PROTECT Project
2. On the National Action Plan on Preventing and Countering Violent Extremism leading to Terrorism (NAP on PCVE), refer to Presidential Regulation No. 7 of 2021
3. On strengthening protection for children, refer to the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism
4. On the authority of Local Government, refer to Law number 23 of 2014.
5. On the procedures and mechanism on drafting local government regulation, refer to Law number 12 of 2011.
6. On the Monitoring and Evaluation Tools System (Guidelines) of NAP on PCVE, refer to Monitoring and Evaluation Guidelines of NAP on PCVE which has been developed under the PROTECT project phase I.
7. Circular Letter of the Minister of Home Affairs No. 339/5267/SJ regarding Preventing and Countering Violent Extremism that Leads to Terrorism
8. The Chief of BNPT's Decree No. 129 of 2021 on the Establishment of Joint Secretariat of NAP on PCVE
9. The Chief of BNPT's Regulation No. 5 of 2021 on the Mechanism for Coordination, Monitoring, Evaluation, and Reporting of the Implementation of NAP on PCVE

The relevant documentation will be available and or given only to the selected consultant.

g) Provide information on important stakeholders, including donors, partners, implementing agencies and organizations

The Local Consultant will work closely in daily-basis with the local government counterparts of the PROTECT project in the five targeted cities. For example, have a regular communication which can be through virtual meeting, etc. In more specific term, the local consultant will engage and collaborate with local government and CSOs in the Surakarta such as:

- (1) Mayor office in Surakarta City
- (2) National Unity and Politic Agency (*Kesbangpol*) of Surakarta City
- (3) Regional Leadership Coordination Forum (*Forkopimda*) of Surakarta City
- (4) Relevant department/agency/institution at the city level of Surakarta City
- (5) Relevant national/local civil society organization of Surakarta City.

II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES

Scope of Work

a) Briefly describe the required activities (scope, location, subjects, etc.) and other information that will help prospective Offerors understand the nature of the work

Under the direct supervision of the National Project Manager of PROTECT project, the Local Consultant will work closely with National Consultant and the key local government agencies, such as the City Mayor, the National Unity and Politic Agency (*Kesatuan Bangsa dan Politik, Kesbangpol*), Mayor Secretary and other relevant stakeholders, as well as the CSOs in the five targeted cities.

The Local Consultant will be responsible for the following tasks:

1. Conduct the policy engagement activities with local government authorities to share and convince the importance and benefit of the development of SNAP on PCVE and the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism
2. Develop and prepare a Sub-National Action Plans on PCVE document (SNAP on PCVE) for Surakarta City
3. In developing Sub-National Action Plans on PCVE, the Local Consultant will work closely with National Consultant, Mayor City and local government agency who have authorities in formulating the SNAP on PCVE
4. Conduct the consultations meeting and further advocacy with the local government counterparts and other related stakeholders with regards to the initiation on formulating of SNAP on PCVE document
5. Conduct the workshop, Focus Group Discussion (FGD), coordination meeting with the local government counterparts at the sub-national level regarding the initiation of SNAP on PCVE. It will be in the form of identifying government official to be engaged and invited to attend the meeting, forward invitation to those government official and resource persons required for the meeting. Those will be part of the responsibility of IC to also drafting TOR for those meeting that will be reviewed by National Consultant and National Project Manager. Other logistics work, such as booking venue, list of participants, will be prepared by project staff
6. Enhance communications engagement between local government counterparts, relevant authorities, and other stakeholders, including CSOs on PCVE issues at the sub-national levels.

Expected Outputs and deliverables

The expected outputs from the activities are:

1. Policy engagement activities on implementation of NAP on PCVE
2. The development of the Sub-National Action Plans (SNAPs) in Surakarta City
3. The incorporation of the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism into local policy initiatives in Surakarta City
4. The SNAP on PCVE's relevant components is incorporated into the local Government's programme and budgets
5. Inputs from local government counterparts incorporated through workshop, FGD and meetings.

Deliverables/ Outputs	Estimated number of working days	Completion deadline	Review and Approvals Required
<p>1st Deliverable</p> <p>1. Inception report including:</p> <ul style="list-style-type: none"> • Situational analysis including update on existing policies and regulations that related to NAP on PCVE, the response from targeted local government, and potential collaboration with local government to develop SNAP on PCVE and regional policies to support the Minister of Women Empowerment's Decree No. 7 of 2019 • List of targeted institutions to be involved, both from government institutions and CSOs. • Detailing the work plan and methodology to ensure timely execution of deliverables • Minutes of meeting with targeted local government and CSOs on implementation of NAP on PCVE, initiation of SNAP on PCVE, and Minister of Women Empowerment's Decree No. 7 of 2019 • List of participants • Documentations: such as picture of the event, photograph, media coverage, poster, etc. 	8 days	End of February 2022	<i>National Project Manager and National Consultant</i>
<p>2nd Deliverable</p> <p>1. Developed TOR for each activity that planned to be conducted, which consist of:</p> <ul style="list-style-type: none"> • At least two activities on the dissemination of NAP on PCVE with the related local government institutions and other stakeholders <p>2. Result of analysis on the:</p> <ul style="list-style-type: none"> • Identification of required policy and regulations to support the implementation of SNAP on PCVE • Identification of required policy and regulations to support the implementation of Decree of Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Guidance to Protect Children from Radicalism and Terrorism • Initiation activities required on the establishing formulator team of SNAP on PCVE <p>3. Progress Report including:</p> <ul style="list-style-type: none"> • Analysis on the potential development of the SNAP on PCVE and regional policy to support Decree of Minister of Women Empowerment and Child Protection No. 7 of 2019 • Activity result and recommendation from policy engagement activities conducted with government officials • List of participants • Minutes of meeting 	16 days	End of May 2022	<i>National Project Manager and National Consultant</i>

<ul style="list-style-type: none"> • Documentations, such as picture of the event, photograph, media coverage, poster, etc. 			
3rd Deliverable 1. Developed TOR for each activity that planned to be conducted, such as: <ul style="list-style-type: none"> • At least two activities on the dissemination of the Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism 2. Analysis of public consultation activities conducted on the draft of SNAP on PCVE 3. Result and analysis of some policy engagement activities conducted for acceleration for the issuance of SNAP on PCVE with related government institutions (<i>Legal Bureau, Mayor Secretary, etc.</i>) 4. Developed draft of SNAP on PCVE 5. Result of analysis on the development of policy and regulations to support the implementation of Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism 6. Developed draft of regional policy to support the Minister Decree No. 7 of 2019 7. Progress Report including: <ul style="list-style-type: none"> • Analysis of the progress on the formulation of the first draft of SNAP on PCVE and Decree of the Minister of Women Empowerment and Child Protection No. 7 of 2019 regarding Children Protection from Radicalism and Terrorism • Activity result and recommendation from policy engagement activities conducted with local CSOs and experts • List of participants • Minutes of meeting • Documentations, such as picture of the event, photograph, media coverage, poster, etc. 	72 days	End of December 2022	<i>National Project Manager and National Consultant</i>
4th Deliverable FINAL REPORT including: <ol style="list-style-type: none"> 1. Final draft of SNAP on PCVE and or other draft of policy to support the implementation of NAP on PCVE 2. Final draft of regional policy to support the Decree of Minister of Women Empowerment and Child Protection No. 7 of 2019 3. Result of policy engagement on issuance of SNAP on PCVE, policy and regulations for the implementation of Decree of Minister of Women No. 7 of 2019 4. Recommendations (opportunity, challenges, and lesson learned) 5. Supporting document (policies, regulation, book, documentation, media coverage, etc.) 	8 days	End of January 2023	National Project Manager and National Consultant

III. WORKING ARRANGEMENTS

Institutional Arrangement

The Local Consultant will report to the National Project Manager of the PROTECT project through National Consultant, that will supervise directly the Local Consultant for the reporting, approval, and acceptance of the outputs. The Local Consultant work in close collaboration with the local level governments in 5 targeted intervention areas, the PROTECT team of the UNDP CO Indonesia, and other key parties/institutions at the local level, including the relevant local civil society organization in each targeted area of intervention.

The Local Consultant is expected to liaise, interact and collaborate for conducting the policy engagement in implementing NAP on PCVE at the sub-national level of area intervention, including the development of sub-national action plan (SNAPs) in each targeted areas with relevant stakeholders, the local government counterparts of the PROTECT project. The local consultant is expected to work in close consultation with related local government and Institutions in promoting further policy advocacy as well as local CSO's to secure the NAP on PCVE will adopted and formulated in form of Local Government Regulation of SNAP on PCVE.

The Local Consultant is expected to be flexible and adaptable in terms of working arrangements. The Local Consultant will work closely with the local government institutions e.g. Mayor office in the each five targeted cities, National Unity and Politic Agency (*Kesbangpol*), Regional Leadership Coordination Forum (*Forkopimda*), Relevant departement/agency/institution at the city level and relevant national/local civil society organization. Due to pandemic satiation, the local consultant is not allowed and not expected to travel or to work at relevant duty stations for the activities of UNDP CO Indonesia through the PROTECT project.

The success of the project depends on the timely delivery of each component. The Local Consultant should ensure timely identification of potential risks and signal any delays in deliverables. The contract will be effective immediately upon signature by UNDP.

The Team of PROTECT project at UNDP CO Indonesia will have the following responsibilities: (i) Provide relevant documents; (ii) Discuss and agree on the methodologies of the assignment; and (iii) Monitor and evaluate the progress of the assignment. The contract and payments will be performance-based and regularly assessed by the UNDP CO Indonesia. All travel expenses to and from the target area should be included in the financial proposal. PROTECT project will not support the local consultant with facilities or supplies.

Duration of the Work

In accordance with the requirements above, the local consultant is expected to work for a total of 104 working within 12 months during the period of February 2022 – January 2023, in Surakarta City.

Duty Station

The consultancy will be managed by the PROTECT project at UNDP CO Indonesia. The consultant's presence is required both at the home-place and at the duty stations where the key state parties of the PROTECT project will conduct the activities e.g. Focus Group Discussions (FGDs), coordination meeting, and workshops. In this regard, the local consultant is expected to work from home and in the workplaces, as much as possible through online application, and for a face-to-face meetings with stakeholders in each area intervention and other related cities, will be allowed subject to prior approval from National Project Manager which will refer to regulation issued by UNDP.

Travel Plan

Considering the pandemic situation, there will be no travel plan under this consultancy.

IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

The local consultant should possess the following expertise and qualifications:

Academic Qualifications:

Minimum bachelor's degree in development studies, business and policy administration, social sciences, international relations or other fields related to the scope of the assignment

Years of experience:

1. Minimum 3 years of relevant experience working in the field of advocacy with national/local government counterparts and relevant authorities at the national and sub-national level (required)
2. Experience working in preventing and countering violent extremism, radicalism, conflict prevention, tolerance, and diversity issues
3. Experience in conducting policy engagement activities with local government in their respective area.

Technical Experience:

1. Understand the substance of the Presidential Regulation no. 7 of 2021 concerning the National Action Plan on Preventing and Countering Violent Extremism that Leads to Terrorism (NAP on PCVE) and related documents, such as matrix of actions, monitoring and evaluation tools system (guideline), etc
2. Experience in formulating development strategies and policies
3. Experience working on social cohesion or preventing violent extremism and understanding the sensitivities of programming in fragile or conflict-affected contexts
4. Experience in developing monitoring tools or facilitation and drafting materials
5. Experience working with government institutions both at the national and sub-national level would be an asset
6. Excellent public speaking and presentation skills.

III. Competencies and special skills requirement:

Corporate

1. Demonstrates integrity by modelling the UN's values and ethical standards (human rights, peace, tolerance, integrity, respect, results orientation, impartiality).
2. Promotes the vision, mission and strategic goals of UNDP
3. Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
4. Understanding the sensitivities of programming in fragile or conflict-affected contexts in Indonesian context
5. Demonstrated knowledge, experience, expertise and ability in conducting studies and strategies
6. Fluency in English with excellent written communication skills, and strong experience writing reports
7. Fluency in Bahasa Indonesia required.

Functional

1. A Solid experience in facilitation high level meetings
2. Background knowledge about the United Nations and UNDP
3. Demonstrates ability in conducting creative-thinking and innovation learning events
4. Good teamwork and interpersonal skills
5. Flexibility and ability to handle multiple tasks and work under pressure
6. Excellent computer skills especially Word, Excel and Power Point, Email.

Leadership

1. Demonstrated ability to think strategically and to provide credible leadership

2. Demonstrated intellectual leadership and ability to integrate knowledge with broader strategic overview and corporate vision and overseeing the analysis/resolution of complex issues
3. Strong managerial/leadership experience and decision-making skills with proven track record of mature judgments.

Managing Relationships

1. Demonstrated well developed people management and organizational skills
2. Excellent negotiating and networking skills with strong partnerships in technical organizations in the practice area.

Managing Complexity

1. Ability to address global development issues
2. Substantive knowledge and understanding of development cooperation with the ability to support the practice architecture of UNDP and inter-disciplinary issues
3. Demonstrated substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives
4. A sound global network of institutional and individual contacts.

Knowledge Management and Learning

1. Ability to strongly promote and build knowledge products
2. Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
3. Seeks and applies knowledge, information and best practices from within and outside of UNDP.

Judgment/Decision-Making

1. Mature judgment and initiative
2. Proven ability to provide strategic direction to the project implementation process
3. Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve result.

V. EVALUATION METHOD AND CRITERIA

Local consultants will be evaluated based on the following methodologies:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the local consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; [70]

* Financial Criteria weight; [30]

Only candidates obtaining a minimum of 70 point would be considered for the Financial Evaluation

Criteria	Weight	Maximum Point
Technical		
• Criteria A: qualification requirements as per TOR:	70	
<u>Academic Qualifications:</u>	20	

Minimum bachelor's degree in development studies, business and policy administration, social sciences, international relations or other fields related to the scope of the assignment	20		
<u>Years of experience:</u>			
1. Minimum 5 years of relevant experience working in the field of advocacy with national/local government counterparts and relevant authorities at the national and sub-national level (required)	20		
2. Experience working in preventing and countering violent extremism, radicalism, conflict prevention, tolerance, and diversity issues	10		
3. Experience in conducting policy engagement activities with local government in their respective area.			
<ul style="list-style-type: none"> • Criteria B: Brief Description of Approach to Assignment <ol style="list-style-type: none"> 1. Understanding of the TOR 2. Proposed approach 3. Proposed methodology 4. Proposed implementation plan 	30 8 8 7 7		
<ul style="list-style-type: none"> • Criteria C: Further Assessment by Interview (if any) 			