REQUEST FOR PROPOSAL (RFP 094/22)

<table>
<thead>
<tr>
<th>NAME &amp; ADDRESS OF FIRM</th>
<th>DATE: July 26, 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE: Technical Consultancy Services to Assess Private Sector Engagement in Climate Change Adaptation to Strengthen the Environment for Private Investments in Adaptation Projects</td>
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</tr>
</tbody>
</table>

Dear Sir / Madam:

We kindly request you to submit your Proposal for *Technical Consultancy Services to Assess Private Sector Engagement in Climate Change Adaptation to Strengthen the Environment for Private Investments in Adaptation Projects* (the detailed TOR is attached separately as Annex 1a).

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

Proposals may be submitted on or before, **9 August 2022, 4:00 pm local Yerevan time** (GMT +4) **via email only**:

[tenders.armenia@undp.org](mailto:tenders.armenia@undp.org)

Please note that proposals received through any other e-mail address will not be considered. Your Proposal must be expressed in the English, and valid for a minimum period of 60 days calendar days. **Please note that your financial proposal must be password protected.**

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

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

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

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP’s re-computation and correction of errors, its Proposal will be rejected.
No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

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

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

UNDP’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:
http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/

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

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

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Procurement Unit
UNDP Armenia
### Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>Technical Consultancy Services to Assess Private Sector Engagement in Climate Change Adaptation to Strengthen the Environment for Private Investments in Adaptation Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Partner of UNDP</td>
<td>Ministry of Environment of RA (DIM modality)</td>
</tr>
<tr>
<td>Brief Description of the Required Services(^1)</td>
<td>Under this consultancy, the tasks will focus on identifying and recommending policy options and a strategy for increased private sector engagement in CCA funding. In the meantime, the consultancy will aim at identifying general financing options for short- and medium-term implementation of priority CCA measures.</td>
</tr>
<tr>
<td>List and Description of Expected Outputs to be Delivered</td>
<td>As per Annex 1a – Terms of Reference (TOR)</td>
</tr>
<tr>
<td>Person to Supervise the Work/Performance of the Service Provider</td>
<td>Gohar Hovhannisyan, “National Adaptation Plan to advance medium and long-term adaptation planning in Armenia” UNDP-GCF/00104267 Project Coordinator</td>
</tr>
<tr>
<td>Frequency of Reporting</td>
<td>As per TOR (Annex 1a) 6. Draft Timeframe of the Services</td>
</tr>
<tr>
<td>Progress Reporting Requirements</td>
<td>As per TOR (Annex 1a) 6. Draft Timeframe of the Services</td>
</tr>
<tr>
<td>Location of work</td>
<td>☒ At Contractor’s Location</td>
</tr>
<tr>
<td>Expected duration of work</td>
<td>3.5 months after contract signing by both parties.</td>
</tr>
<tr>
<td>Target start date</td>
<td>September 2022</td>
</tr>
<tr>
<td>Latest completion date</td>
<td>December 2022</td>
</tr>
<tr>
<td>Travels Expected</td>
<td>As per Annex 1a – Terms of Reference (TOR)</td>
</tr>
<tr>
<td>Special Security Requirements</td>
<td>☒ Not Required</td>
</tr>
<tr>
<td>Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)</td>
<td>☐ Office space and facilities</td>
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<tr>
<td>☐ Land Transportation</td>
<td></td>
</tr>
<tr>
<td>☐ Others</td>
<td></td>
</tr>
<tr>
<td>☒ N/A</td>
<td></td>
</tr>
<tr>
<td>Implementation Schedule indicating breakdown and timing of activities/sub-activities</td>
<td>☒ Required</td>
</tr>
<tr>
<td>Names and curriculum vitae of individuals who will be involved in</td>
<td>☒ Required</td>
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</tbody>
</table>

\(^1\) A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.
<table>
<thead>
<tr>
<th>Currency of Proposal</th>
<th>☒ United States Dollars (USD)</th>
<th>☐ Local Currency (AMD) (will be converted in accordance to UNORE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value Added Tax on Price Proposal²</td>
<td>☐ must be inclusive of VAT and other applicable indirect taxes</td>
<td>☒ must be exclusive of VAT and other applicable indirect taxes</td>
</tr>
<tr>
<td>Validity Period of Proposals (Counting for the last day of submission of quotes)</td>
<td>☒ 60 days</td>
<td>☐ 90 days</td>
</tr>
<tr>
<td>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</td>
<td></td>
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<tr>
<td>Partial Quotes</td>
<td>☒ Not Permitted</td>
<td></td>
</tr>
<tr>
<td>Payment Terms³</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outputs</td>
<td>Percentage</td>
<td>Timing</td>
</tr>
<tr>
<td>Deliverable 1: Inception Report outlining detailed work-plan for the assignment and methodology with incorporated comments and recommendations from the Project Management developed</td>
<td>45</td>
<td>0.5 month after contract signing</td>
</tr>
<tr>
<td>Deliverable 2: Private sector CCA investment engagement strategy developed.</td>
<td></td>
<td>2 months after contract signing</td>
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<tr>
<td>Deliverable 3: Set of environmental and social safeguards’ guidelines for CCA developed, feedback collected.</td>
<td></td>
<td>3 months after contract signing</td>
</tr>
<tr>
<td>Deliverable 4: Report on existing and potential CCA financing options developed.</td>
<td>55</td>
<td>3 months after contract signing</td>
</tr>
<tr>
<td>Deliverable 5: Stakeholder workshop organized.</td>
<td></td>
<td>3.5 months after contract signing</td>
</tr>
<tr>
<td>Person(s) to review/inspect/approve outputs/completed services and authorize the disbursement of payment</td>
<td>Diana Harutyunyan, UNDP Climate Change Programme Coordinator;</td>
<td></td>
</tr>
</tbody>
</table>

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

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding $30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.
<table>
<thead>
<tr>
<th>Type of Contract to be Signed</th>
<th>☒ Contract for Services</th>
</tr>
</thead>
</table>
| Criteria for Contract Award | ☐ Lowest Price Quote among technically responsive offers  
☑ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution), where the minimum passing score of technical proposal is 70%.  
☑ Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal. |

**Criteria for the Assessment of Proposal**

**Technical Proposal (70%)**

☑ Expertise of the Firm (*max score: 400*), including:
  - Proven experience in economic and development studies related to climate change and green economy, investment advisory, green investments, experiences in working with banking sector and private business for investment attraction (*max score: 150*);
  - Proven successful completion of at least 1 contract of similar value, nature and complexity (for Consortium/Association all Parties cumulatively should meet requirement); Proven successful completion of at least 1 contract with a national bank in Armenia related to investment matters, and proven successful completion of at least 1 contract related to working with investment company in Armenia (*max score: 150*);
  - Demonstrated knowledge and practical experience on similar engagements (as Company/Organization or its full-time expert-employees), and experience in working with international organizations, development agencies and Armenia’s governmental institutions. Demonstrated in-house capabilities of personnel having investment industry certifications, such as Chartered Financial Analyst (CFA) and Certified Investment Service Advisor by the Union of Banks of Armenia (*max score: 100*);

☑ Methodology, its Appropriateness to the Conditions and Implementation Plan (*max score: 250*), including:
  - Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? (*max score: 70*)
  - Detailed description of task implementation approach and methodology for meeting or exceeding the requirements of the Terms of Reference; detailed work plan with timelines for the outputs. (*max score: 80*)
  - Description of innovative approaches, tools and creativity applied to task implementation methodology; how to be adopted and used for a specific requirement. (*max score: 50*)
  - Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic. Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract. (*max score: 50*)

☑ Qualification of Key Personnel (*max score: 350*), including:

<table>
<thead>
<tr>
<th>Key Expert 1: Team Leader – Financial and Investments Expert (30 workdays)</th>
<th>150</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Advanced university degree in economics, finance, business administration or in other relevant disciplines. At least 7 years of experience in financial, investment and consulting sector, as well as working experience with private sector on investment related matters; International experience is an advantage.</td>
<td>60</td>
</tr>
</tbody>
</table>
- Good understanding of climate change and climate change adaptation issues in Armenia. Experience in development of analytical documents and reports in Green Investments in climate change context, as well as financial sector instruments and banking industry.  
- Proven leadership skills, with track-record to lead a team of experts; Certified CFA or other relevant investment industry certification; Excellent drafting, communications and presentation skills.  
- Fluency in English is required; knowledge of Armenian and Russian is an asset

**Key Expert 2: Financial Specialist (20 workdays)**

- Advanced university degree in economics, finance, business administration or other relevant disciplines. At least 3 years of experience in financial, consulting sector, as well as working experience with private sector on investment related matters. International experience is an advantage.  
- Understanding of climate change problems, climate change adaptation issues in Armenia; Chartered Financial Analyst (CFA) or other relevant investment industry certification is an asset;  
- Excellent drafting, communications and presentation skills. Working experience with an investment company is desirable.  
- Fluency in English is required; knowledge of Armenian and Russian is an asset

**Key Expert 3: Legal Expert (15 days)**

- Advanced university degree in law. At least 7 years of experience in financial, investment and consulting sector, as well as working experience with private sector on investment related matters. International experience is an advantage.  
- Good understanding of financial and investment sector in Armenia; Knowledge of banking sector regulation. Proven track record in working with financial and banking sector of Armenia.  
- Excellent drafting, communications and presentation skills.  
- Fluency in English is required; knowledge of Armenian and Russian is an asset

**Financial Proposal (30%)**

To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.

UNDP will award the contract to:

- One and only one Service Provider

Annexes to this RFP:

- Detailed TOR (Annex 1)
- Form for Submission of Proposal (Annex 2)
- General Terms and Conditions / Special Conditions (Annex 3)
- Others

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4 Where the information is available in the web, a URL for the information may simply be provided.  
5 Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.  
6 A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.
<table>
<thead>
<tr>
<th>Contact Person for Inquiries (Written inquiries only)</th>
<th>Procurement Unit, UNDP Armenia <a href="mailto:procurement.armenia@undp.org">procurement.armenia@undp.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Any delay in UNDP’s response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</td>
</tr>
</tbody>
</table>

**Other Information [pls. specify]**

This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.
“National Adaptation Plan to advance medium and long-term adaptation planning in Armenia”
UNDP-GCF/00104267 project

TERMS OF REFERENCE
Technical Consultancy Services to Assess Private Sector Engagement in Climate Change Adaptation to Strengthen the Environment for Private Investments in Adaptation Projects

1. Background
With financing from the Green Climate Fund, the "National Adaptation Plan (NAP) to advance medium- and long-term adaptation planning in Armenia" project (the Project) supports the Government of Armenia to foster the process of the national planning for climate change adaptation (CCA) through an iterative process focused on strengthening foundational capacities to ensure that they are institutionalized for long-term sustainability. The Project aims to address existing barriers, support the prioritization of climate change adaptation investments in six priority sectors, including water resources, agriculture, energy, health, tourism and human settlements, and increase the identification of financing options.

2. UNDP/GCF Project objective
With the NAP implementation process, Armenia will lay the groundwork for the systemic and iterative identification of medium- and long-term risks, establish adaptation priorities and build out specific activities that ensure no one is left behind in the country’s work to reach its goals outlined through the Paris Agreement and 2030 Agenda for Sustainable Development. As part of the localization of the Sustainable Development Goals (SDGs), the NAP process will contribute to the formulation of corresponding national climate-responsive indicators and targets. Further information about the Project can be obtained at: http://www.nature-ic.am/en/projects/National-AdaptationPlan/1030.

3. Objective of the assignment
The NAP implementation can be successful in case the proper investment framework is identified and established including domestic and international funding for adaptation activities, from public and private sources. To ensure the sustainability of the NAP process and Armenia’s on-going CCA efforts, it is critical to set up system that will allow the NAP, and CCA in general, to be updated and funding scaled up over time, while continuing to support capacity building and inter-sectoral collaboration. Under this consultancy, the tasks will focus on identifying and recommending policy options and a strategy for increased private sector engagement in CCA funding. In the meantime, the consultancy will aim at identifying general financing options for short- and medium-term implementation of priority CCA measures.

4. Scope of Work and Specific Tasks of the Consultancy
Under the overall guidance of the UNDP Climate Change Program Coordinator and direct supervision of UNDP-GCF Project Manager and oversight by the Project respective team, as well as in close collaboration with Project experts and national consultants, the Consulting Company will be responsible for the following activities:

Task 1. Develop the Inception Report:
Prior to going into in-depth analytical and assessment exercise, the Consultant shall develop and submit an Inception Report outlining the plan of action and timeline for conducting the tasks. In particular, the Inception Report should adequately describe the conceptual framework for undertaking the assignment; approach and methodology and implementation arrangement; data collection methods, data sources; a work plan indicating the phases of the assignment, timing, key deliverables and milestones.

Deliverable 1. Inception Report outlining detailed work-plan for the assignment and methodology with incorporated comments and recommendations from the Project Management developed.

Task 2. Develop a strategy to strengthen the enabling environment for private sector investments for climate change adaptation:
• Analyze all available information on National Adaptation Planning, identify CCA sector private investment needs and potential;
• Review private sector investment environment, analyze main investment financing options and instruments, as well as key providers of investment resources;
• Review and consider international best experience in the CCA private investment enabling;
• Identify main impediments and key drivers for enabling environment for private sector investments for climate change adaptation and suggest effective strategy to strengthen current investment environment;
• Develop private sector investments engagement strategy, in line with Armenia’s priorities, suggesting key performance indicators (KPIs) and realistic milestones and timeline.

Deliverable 2. Private sector CCA investment engagement strategy developed.

Task 3. Develop a set of environmental and social safeguards’ guidelines for CCA to facilitate private sector project development:
• Analyze international best practices for Environmental, Social, Governance (ESG) and Green Investments guidelines and standards;
• Review current use of ESG or similar standards in Armenian investment and financing market and identify key impediments for wide-spread adoption of such standards by business and financial services industry;
• As a result, draft and suggest environmental and social safeguards’ guidelines focused on CCA for investment and credit markets and business to facilitate private sector project development. The Guidelines should be practical, applicable and reasonable for current market situation and anticipated developments;
• Conduct working meetings with Central Bank, national commercial banks and investment funds to collect feedback on these safeguards and possibilities for adoption into their project evaluation processes to support increased private sector engagement.

Deliverable 3. Set of environmental and social safeguards’ guidelines for CCA developed, feedback collected.

Task 4. Identify potential financing options for CCA:
• Take stock and assess existing and potential financing options, including outreach to donor community;
• Identify funding sources to explore co-financing of the NAP process (particularly its second iteration/cycle) and implementation of the identified, prioritized adaptation options identified throughout the NAP project.

Deliverable 4. Report on existing and potential CCA financing options developed.

The Consultant should present all deliverables and outcomes of the project at the final workshop that will be organized for all stakeholders, including but not limited to the banking sector, private businesses, NGOs and Government agencies/institutions.
* While the organization of the workshop/s (identification of key stakeholders, preparation of presentation materials, etc.) is to be handled by the Consulting Company, the costs for organization (venue, stationery, catering, interpretation) will be covered from the NAP Project side.

Deliverables: 5. Stakeholder workshop organized.

5. Modalities of Work
Tender is open for local and international companies. The selected Consulting Company will report directly to UNDP Climate Change Program Coordinator and UNDP-GCF Project Manager. The deliverables of the Consulting Company will be also overseen by the Project Management Team. In the course of assignment, the Consulting Company will also have to work and coordinate closely with respective project partners and key stakeholders in banking and financing sector, including with the Ministry of Finance, Central Bank, etc., as well as collaborate with the project team of experts and national consultants - whenever required.
All deliverables should be produced in editable electronic formats. All reports shall be provided both, in Armenian and English, in .pdf and .word versions. All charts, graphs and maps shall be provided in editable format(s). All final deliverables should clearly define all data inputs and outputs, and deliverables should be developed to facilitate future identification and reporting and include all raw input and output data.

All public-facing materials should be formatted and branded in a standard that is consistent with existing UNDP-GCF publications.

The Consulting Company will be expected to provide overall project management, quality control/quality assurance, data organization, analysis of results and final reports with oversight, guidance, and input from the Project Coordinator and its partners.

It is expected that the Consulting Company will incorporate the feedback obtained from the workshop participants into the respective deliverables/reports.

6. Draft Timeframe of Services

The start date for the Consultancy Services will be upon signing of the contract between the Contractor and UNDP Armenia. The Services are expected to be undertaken within 3.5 months (between August 2022 and December 2022) according to the following tentative time schedule:

<table>
<thead>
<tr>
<th>N</th>
<th>Description</th>
<th>M1</th>
<th>M2</th>
<th>M3</th>
<th>M4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception Report outlining detailed work-plan for the assignment and methodology with incorporated comments and recommendations from the Project Management developed.</td>
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<tr>
<td>2</td>
<td>Private sector CCA investment engagement strategy developed.</td>
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<tr>
<td>3</td>
<td>Set of environmental and social safeguards’ guidelines for CCA developed, feedback collected.</td>
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<tr>
<td>4</td>
<td>Report on existing and potential CCA financing options developed.</td>
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<tr>
<td>5</td>
<td>Stakeholder workshop organized.</td>
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</table>

7. Qualifications of the Consulting Company

The Consulting Company should demonstrate its capability and thorough understanding of the work to be carried out, as outlined in Terms of Reference, present clear methodology for implementing the task and its ability to mobilize resources and the experts in order to successfully implement the works per Terms of Reference. The requirements for this contract are as follows:

- Consultant should be a legally registered entity, or consortium of legal entities;
- Proven experience in economic and development studies related to climate change and green economy, investment advisory, green investments, experiences in working with banking sector and private business for investment attraction.
- Proven successful completion of at least 1 contract of similar value, nature and complexity (for Consortium/Association all Parties cumulatively should meet requirement);
- Proven successful completion of at least 1 contract with a national bank in Armenia related to investment matters, and
- Proven successful completion of at least 1 contract related to working with investment company in Armenia.
- Demonstrated knowledge and practical experience on similar engagements (as Company/Organization or its full-time expert-employees), and experience in working with international organizations, development agencies and Armenia’s governmental institutions.
- Demonstrated in-house capabilities of personnel having investment industry certifications, such as Chartered Financial Analyst (CFA) and Certified Investment Service Advisor by the Union of Banks of Armenia.
8. Qualifications of key personnel
The Consultant should have a strong team of experts, with proven professional capacities. All experts who have a crucial role in implementing the contract are referred to as key experts. The Proposer shall submit CV’s and statements of exclusivity and availability for the key experts listed below. Other experts’ profiles (non-key) deemed relevant for the successful implementation of the project should be described and will be assessed in relation to the methodology and technical approach.
The Proposers are required to prepare a human resources deployment schedule illustrating the input, responsibilities and timing of all suggested experts.
The profiles of the key experts for this contract are as follows:

**Key Expert 1: Team Leader – Financial and Investments Expert (30 workdays)**

*Qualifications and Skills*
- Advanced university degree in economics, finance, business administration or in other relevant disciplines;
- Good understanding of climate change and climate change adaptation issues in Armenia;
- Proven leadership skills, with track-record to lead a team of experts;
- Certified CFA or other relevant investment industry certification;
- Excellent drafting, communications and presentation skills;
- Proven ability to work under pressure and handle multiple activities and tasks concurrently;
- Fluency in English is required; knowledge of Armenian and Russian is an asset

*Professional experience*
- At least 7 years of experience in financial, investment and consulting sector, as well as working experience with private sector on investment related matters;
- International experience is an advantage;
- Experience in development of analytical documents and reports in Green Investments in climate change context, as well as financial sector instruments and banking industry.

**Key Expert 2: Financial Specialist (20 workdays)**

*Qualifications and Skills*
- Advanced university degree in economics, finance, business administration or other relevant disciplines;
- Understanding of climate change problems, climate change adaptation issues in Armenia;
- International experience is an advantage;
- Chartered Financial Analyst (CFA) or other relevant investment industry certification is an asset;
- Excellent drafting, communications and presentation skills
- Fluency in English is required; knowledge of Armenian and Russian is an asset

*Professional experience*
- At least 3 years of experience in financial, consulting sector, as well as working experience with private sector on investment related matters;
- Working experience with an investment company is desirable.

**Key Expert 3: Legal Expert (15 days)**

*Qualifications and Skills*
- Advanced university degree in law;
- Good understanding of financial and investment sector in Armenia;
- Knowledge of banking sector regulation;
- Excellent drafting, communications and presentation skills;
- Fluency in English is required; knowledge of Armenian and Russian is an asset

*Professional experience*
- At least 7 years of experience in financial, investment and consulting sector, as well as working experience with private sector on investment related matters;
- International experience is an advantage;
Proven track record in working with financial and banking sector of Armenia

**Short-term Non-key experts**
The Consulting Company can provide other short-term experts (e.g. junior Analysts, Gender specialist, etc.) as required according to the profiles identified in the Methodology. The pool of other experts should include a good mix experiences and know-how to complement the key experts in delivering on the tasks. These profiles must indicate whether they are to be regarded as senior/junior so that it is clear which fee rate in the budget breakdown will apply to each profile. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. Civil servants cannot be recruited as experts.

For the short-term non-key experts, maximum of 15 working days can be included in the proposal.

9. **Level of efforts of the key personnel**
Within their offers, the Proposers are required to suggest experts (alongside with their CVs, highlighting relevant experience, against the general requirements for expertise). The proposed allocation of level of effort for each key expert is provided in the table below. In addition, Proposers are expected to suggest the allocation of level of effort for each expert, based on the table below:

<table>
<thead>
<tr>
<th>Overview of key experts and level of effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task/Deliverables</td>
</tr>
<tr>
<td>Key experts (KE)</td>
</tr>
<tr>
<td>Deliverable 1</td>
</tr>
<tr>
<td>Deliverable 2, ...</td>
</tr>
<tr>
<td>Total number of expert days</td>
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</table>

10. **Facilities to be Provided by the Consulting Company**
The Consulting Company must ensure that experts are adequately supported and equipped. In particular, it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. The Consulting Company should provide their own office equipment, in particular IT equipment and any other equipment/devices needed to perform the activities of the contract, including field work and mapping. The Consulting Company shall ensure translation of all necessary documents/reports and any interpretation required during the task implementation.
The Consulting Company is required to:
- Arrange and finance in-country travel costs and subsistence allowances for Company’s experts to undertake local travel as part of this contract;
- Arrange and finance by own means all other services, documentation, logistical support, etc. which is deemed necessary for the successful implementation of the contract;
- Undertake the necessary security measure for the experts’ safety.

*While the organization of the workshop is to be handled by the Consulting Company, the costs for organization (venue, stationery, catering, interpretation) will be covered from the NAP Project side.*

11. **Deliverables and Schedule of Payments**
Payment per each deliverable as referred to in ToR will be done after full clearance of the deliverables by the Project Manager. Payment will be made in the following installments upon timely completion of respective deliverables.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable 1: Inception Report outlining detailed work-plan for the assignment and methodology with incorporated comments and recommendations from the Project Management developed.</td>
<td>45%</td>
</tr>
<tr>
<td>Deliverable 2:</td>
<td>Private sector CCA investment engagement strategy developed.</td>
</tr>
<tr>
<td>Deliverable 3:</td>
<td>Set of environmental and social safeguards’ guidelines for CCA developed, feedback collected.</td>
</tr>
<tr>
<td>Deliverable 4:</td>
<td>Report on existing and potential CCA financing options developed.</td>
</tr>
<tr>
<td>Deliverable 5:</td>
<td>Stakeholder workshop organized.</td>
</tr>
</tbody>
</table>

Deliverables 1 and 2 - 45% of total contract amount;  
Deliverables 3, 4 and 5 - 55% of total contract amount.  
UNDP reserves the right to terminate the contract at any phase if the requirements per the TOR are not met.
Annex 2 – Proposal submission forms
(attached separately)

Annex 3- UNDP GENERAL CONDITIONS OF CONTRACT FOR SERVICES
(attached separately)