

Southern African Power Pool



REQUEST FOR PROPOSALS

Request for proposals for:	Consultancy Services to develop the SAPP Poly-Chlorinated Biphenyls (PCB) Standard Operating Procedure and training material for associated capacity building and awareness activities
Address:	The Coordination Centre Executive Director Southern African Power Pool 24 Golden Stairs Road P. O. Box EH 52 Emerald Hill Harare ZIMBABWE
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Closing date & time:	10 March 2023 at 15:00 hours Central African Time

1. BID INFORMATION

Information on the format and delivery of bids is contained in this document. Please take note of closing date.

2. PROPOSAL FORMAT

- Annexure A – must contain the published terms of reference (this document).
- Annexure B – must contain the technical proposal and services offered (see item 5 of the Terms of Reference).
- Annexure C – must contain financial proposal. Financial proposals should be fully inclusive to deliver the outputs indicated in the terms of reference.
- Annexure E – must contain all other forms / certificates required (registration certificate, tax clearance certificate etc.).

3. PROPOSAL SUBMISSION

Submission will be online. The Technical proposal and the Financial proposals should be sent to thembekani.luthuli@sapp.co.zw. The Financial proposal should be locked with a password.

3. CLARIFICATIONS

All clarifications should be sent to thembekani.luthuli@sapp.co.zw 10 days prior to the closing date.

4. EVALUATION CRITERIA

Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:
Points

(i) **Specific experience of the Consultant (as a firm) relevant to the Assignment:** 15

(ii) **Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs):**
40

- | | |
|---------------------------------------|----|
| a) Technical approach and methodology | 30 |
| b) Work plan | 05 |
| c) Organization and staffing | 05 |

(iii) **Key Experts' qualifications and competence for the Assignment:**

- | | |
|--|----|
| a) Position K-1: Lead Expert and Project Manager | 25 |
| b) Position K-2: Occupational Health and Safety Expert | 20 |

Total points for criterion (iii): 45

The number of points to be assigned to each of the above positions shall be determined considering the following three sub-criteria and relevant percentage weights:

- 1) General qualifications (general education, training, and experience): 20%
- 2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments): 70%
- 3) Relevant experience in the regions (SAPP regions) (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.): 10%

Total weight: 100%

Total points for the five criteria: 100

ANNEXURE A: TERMS OF REFERENCE (TOR)



Terms of References

for Consultancy Services to develop the

**SAPP Poly-Chlorinated Biphenyls (PCB) Standard Operating Procedure and training material
for associated capacity building and awareness activities**

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1. PROJECT GENERAL INFORMATION

Project Title:	SAPP PCB Capacity Building, Education & Awareness Project
Executing Agency:	Southern African Power Pool (SAPP)
Address	SAPP Co-ordination Centre, 24 Golden Stairs Road, Emerald Hill P.O. Box EH52, Emerald Hill, Harare ZIMBABWE
Website	http://www.sapp.co.zw
Project partners:	Global Environment Facility (GEF), United Nations Environment Program (UNEP), Africa Institute (AI)
Geographical Scope:	Southern Africa
Participating Countries:	Botswana, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Tanzania, Zambia and Zimbabwe.
Contact Person	Name: Stephen Dihwa Position: Coordination Centre Executive Director Telephone: +263-242-(254241-4) Mobile phone: +2637774308101 Email: steve.dihwa@sapp.co.zw

2. BACKGROUND AND JUSTIFICATION

Polychlorinated Biphenyls (PCB) is the initial industrial Persistent Organic Pollutants (POP) chemical listed in the Stockholm Convention and are to be phased out by 2025 and final disposal by 2028. Even though this chemical is manufactured in countries within the Region, PCB containing equipment and PCB oils were imported for use predominantly in the electricity generation sector. Although PCBs are no longer manufactured globally, PCB containing equipment is still found and utilized in the country and can cause harm to people and the environment.

The sound management of Poly-Chlorinated Biphenyls (PCB) contaminated oils and equipment remains a global challenge affecting both developed and developing countries. The environmental, health and safety impacts of PCB contaminated oils and equipment are compounded in the latter due to weak legal framework, lack of knowledge, and inadequate capacity to provide for the sound management of PCB contaminated oils and equipment, among other things.

Countries within the Southern African Power Pool (SAPP) and the surrounding island states of Madagascar and Seychelles have completed their National Implementation Plans (NIPs) under the Stockholm Convention. The NIPs highlighted that power utilities are the major stakeholder in the management of PCB contaminated oil and equipment. The participating countries have recently conducted a detailed PCB inventories, under the auspices of the Southern African Development Community PCB Elimination Project, and it was noted that there is lack of knowledge on the sound management of PCB contaminated oil and equipment amongst utilities. In view of this gap, the SAPP through its Environmental Sub-Committee (ESC) is seeking an entity to build capacity, educate and raise awareness within utilities, as part of the SADC project.

Lack of knowledge on environmentally sound management of PCBs within utilities poses great risk to the environment, employees and communities. Utilities are likely not to recognise the effects and consequences of the way they are managing PCB contaminated oil and equipment. As such, the risk of environmental pollution is high. It has been observed that awareness levels are extremely low at utilities, where workers are still exposed to PCBs without adequate protection. Equally alarming, is the exposure of PCBs to the public where some people vandalise transformers to access transformer oil for different uses, including use as cooking oil for food to be consumed by human beings. Currently Utilities are faced with challenges of oil spillages including PCB contaminated oil. SAPP intends to address this within the utilities through its ESC members and environmental staff of Mauritius, Madagascar and Seychelles, such that sustainable programmes to ensure education and awareness on PCBs is enhanced and maintained.

2.1 Implementing Agency

The SAPP was established in August 1995 when member governments of Southern Africa signed an inter-governmental Memorandum of Understanding for the formation of an electricity power pool in the region under the name of the Southern African Power Pool. The SAPP is an association of 16 electricity inter-connected utilities in twelve (12) Southern African countries, namely: Angola, Democratic Republic of Congo (DRC), Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The SAPP through SAPP-ESC will implement the proposed project as well as in Seychelles and Madagascar. The aim of creating the Power Pool is to provide the least cost, environmentally friendly and affordable energy and increase accessibility to rural communities. The main responsibility of the ESC is to provide strategic guidance on best environmental management practices and related issues to the SAPP. Management of PCBs is currently on the agenda of the ESC and therefore the ability of this Sub-committee to undertake awareness within the utilities. Furthermore, the strategic coordination role of SAPP, its membership, and the groupings within the organisation justifies its role as the implementing agency of this project.

Specific objectives of the SAPP are as follows:

- a) Provide a forum for the development of a world class, robust, safe, efficient, reliable and stable interconnected electrical system in the southern African region.
- b) Coordinate and enforce common regional standards of quality of supply, measurement and monitoring of systems performance;
- c) Harmonise relationships between member utilities;
- d) Facilitate electricity trade between countries;
- e) Facilitate the development of regional expertise through training programmes and research;
- f) Increase power accessibility in rural communities; and
- g) Implement strategies in support of sustainable development priorities.

3. OBJECTIVES

3.1 Overall Objective

The overall objective of the PCB project is to reduce environmental and human health risks from PCB releases through the cost effective and socially acceptable environmentally sound management of the PCB oils, equipment and waste held by the electric utilities and other PCB owners in participating countries.

Specific to this assignment, the consultant is required to develop Standard Operating Procedures (SOPs) for the maintenance of contaminated transformers to be used by utilities. This activity will include delivery of build capacity workshops which will aim at educating and raise awareness among utilities within SAPP on the sound management of PCB contaminated oils and equipment.

3.2 Specific Objectives

The specific objectives of this assignment are to:

- a) Develop a Standard Operating Procedures (SOPS) for the maintenance of contaminated transformers
- b) Conduct capacity building and awareness needs analysis on management of PCB
- c) Develop and produce a harmonised PCB regional capacity building plan and associated training materials
- d) Conduct the required workshops regional capacity building for SAPP Utilities and utilities in Madagascar and Seychelles.
- e) Produce a manual for use by the facilitators of future training within utilities

4. SCOPE OF WORK

The Consultant is required to conduct the following activities

4.1 Develop a Standard Operating Procedures (SOPs) for the maintenance of contaminated transformers

- The development of the SOPs will be in conformity with the relevant provisions under the Stockholm Convention and in accordance with the related Basel Convention Guidelines. This should take into consideration the activity on review of national legislation on the management of hazardous waste management, particularly the PCBs.
- Review the existing SAPP guidelines on handling and management of PCB containing equipment
- Produce an operating procedure manual

4.2 Conduct stakeholder engagement for capacity building and awareness needs analysis on management of PCB

- Review of the size of the utility, spatial distribution of network, number of total employees and number of employees in the Safety Health & Environmental (SHE) management section.
- Assess the of competency of employees in activities related to PCB contaminated oils and equipment
- PCB Knowledge gap analysis

4.3 Develop and produce a harmonised PCB regional capacity building action plan and associated training material

- Identification of existing training programmes that could facilitate awareness on PCB management.
- The action plan should focus on using existing electronic media channels to produce a short video and material that can be shared virtually for the purposes of raising awareness. The content should cover (but not limited to) the following:
 - General information/facts on PCBs

- Maintenance regime – screening of equipment during maintenance for PCB content and labelling.
- Storage for PCB contaminated oil and equipment to prescribed standards.
- Handling of PCB contaminated equipment, oils, and PPE.
- Disposal of PCBs

4.4 Conduct the required capacity building for SAPP Utilities and utilities in Mauritius, Madagascar and Seychelles.

- Virtual mission to deliver training to regulators, PCB focal point and SAPP Utility experts charged with the management of the PCB equipment
- One face to face training workshop for the ESC members.
- Identification of interventions to sustain the management of PCBs beyond the SADC project.

4.5 Produce a manual for use by the facilitators of future training within utilities

- Production of electronic Training Materials for the Trainers

5. Expected outcome of the project

The expected outcome of this programme is the increased capacity, knowledge and awareness on issues concerning:

- Understanding of the framework around the Stockholm Convention and Basel Convention Guidelines, including the country commitments and its implication to the utilities and other owners of the PBC containing equipment.
- The impact of exposure to PCB contaminated oils and equipment on human health and the environment.
- The maintenance of live equipment contaminated with PCBs.
- Storage, labelling, handling and disposal of PCB contaminated oils.

6. PROJECT IMPLEMENTATION AND EXPECTED OUTPUTS

- **Output O1:** An Inception Report including a Stakeholder Engagement Plan, which updates the approach, methodologies and work plan for the data collection, consultations with key stakeholders. The Consultant will produce the Inception Report within 3 weeks after project effectiveness. The SAPP will organize subsequently a virtual regional meeting with national focal points and SAPP stakeholders, where the Consultants will present their Inception report and discuss data collection issues, expected results and approach to be applied under this assignment.
- **Output O2:** Assembled inventory data bases and an explanatory document to be made available to the SAPP-CC, in a format to be agreed upon, for future use in subsequent studies.

- **Output O3:** Final SOPs, virtual awareness material and training manual, including *inter alia*: a) a review of the PCB policies and its legal and regulatory context in the SAPP member states.
- **Output O4:** A (partial) virtual 2-day training cum dissemination workshop – attended at SAPP-CC offices in Harare in person at least by the Consultant’s Team Leader and one (preferably national/regional) team member - targeting primarily key national and regional SAPP stakeholders at the technical level, with the objective to present, discuss and approve the SOP.

6.1 Project Activities and Work Plan

The project work plan is outlined in table 1 below and is anticipated to be conducted over a four (4) months period:

Table 1: Projected Project Work Plan

Item	Estimated timeline from kick-off
01	Month 1
02	Month 2
03	Month 3
04	Month 4

7. Required key personnel and qualifications

7.1 Qualifications of the Consultant

The assignment will be carried out by a Consultant (consulting firm or consortium/JV) with solid and broad experience in the energy sectors, particularly in relation to management of PCB and other hazardous waste, inventory collection, storage, transportation and disposal of PCB oils and contaminated equipment. The consulting firm should have been established for at least ten (10) years as a business and have demonstrated extensive and in-depth experience in the required services.

- Proven and relevant experience in the SADC region and familiarity with the SAPP is important.

The Consultant shall commit to:

- Be fully responsible for the performance of the services described, and to take all necessary measures for the proper execution, within the time limits, of the work entrusted;
- Be responsible for all work, equipment and resources required for carrying out the assignment;
- Coordinate the assignment of all experts and ensure adequate logistical support as well as appropriate mission preparations;

- Undertake the study in accordance with internationally recognized best practices, rules and standards, with competent and qualified personnel for the purposes of the study;
- Check the consistency of the data and information collected as part of the execution of its mandate;
- Carry out the study diligently and in accordance with the proposed and accepted implementation schedule, and submit the reports without delay in an acceptable and approved format;
- Take out all the required insurance covering its activities, employees and vehicles, without recourse against third parties;
- Bear the costs of acquiring documents and data necessary for the execution of the study;
- Keep confidentiality of the information obtained as well as the results of the studies;
- Transfer to the SAPP all data bases created under the assignment.

7.2 Key personnel

The consultant shall propose a competent multi-disciplinary team with the qualifications and skills in the main disciplines necessary to undertake the study. The implementation team must include at least the key professionals (national/regional or international).

Lead Expert and Project Manager

The Lead Expert should have a formal postgraduate qualification in environmental, chemical or waste management field. Should have experience of not less than 15 years of involvement in Multilateral Environmental Agreements (MEAs) on chemical and waste management. Demonstrable experience of no less than 5 years in conducting training, at international level, on PCBs (or other POPs) inventory (or related training). Minimum of 5 years' experience in conducting training on transboundary movement of hazardous chemicals/goods (please provide details, including references). Knowledge of legal instruments on enforcement of hazardous chemicals in the SADC is mandatory. The lead should provide details of projects where a lead role was assumed.

The team leader should have experience and demonstrable capacity to develop training materials and facilitate trainings related to national and international regulations concerning PCBs and related safe inspection practices related to PCBs and other related dangerous goods.

Experience in training on MEAs PCB Inventory Verification, Sampling for Laboratory Analysis and Identification of PCBs Contaminated sites is mandatory. This should be demonstrated by submitting evidence of experience of not less than 5 years in conducting training, at international level, on PCBs (or other POPs) inventory or related training.

Occupational Health and Safety Expert

Occupational health and safety related qualification with a minimum of 10 years' experience in conducting training on Occupational health and safety in general and in particular as it relates to

PCBs. Have a knowledge of legal instruments on enforcement of hazardous chemicals and demonstrable capacity to develop training materials and facilitate trainings related to national and international regulations concerning PCBs and related safe inspection practices related to PCBs and other related dangerous goods.

Other team members should in in possession of the following:

- (i) A minimum bachelor degree in either engineering, chemistry, environmental management or any other relevant field. Higher qualifications will be an added advantage;
- (ii) Fluent in English with strong oral and written communication skills;
- (iii) Proficient in commonly used computer programmes and especially in MS Office suite;
- (iv) Must have sufficient and adequate resources (such as training materials, and other necessary equipment) or a plan to acquire these to perform the assignment seamlessly, timely and in full;
- (v) Experience and demonstrable capacity to develop training materials and facilitate trainings related to inventory verification, sampling for laboratory analysis and identification of contaminated sites;
- (vi) Demonstrated good interpersonal skills.

Other non-key experts may be added as deemed necessary to complete the team, but will not be considered for the technical evaluation of the proposals (CVs of proposed non-key staff should also be provided). Inclusion of key or non-key experts from the SADC region, in order to promote the transfer of skills to the region and to facilitate communication with stakeholders, shall be considered an asset.

Key skills required for all international and national/regional experts are as follows:

- All team members should be proficient in English
- Have skills fitting with the needs of the project;
- Strong interpersonal skills and ability to establish and maintain effective working relationships with people of different backgrounds and cultures;
- Excellent communication skills, relating to the ability to express ideas clearly, concisely and effectively, both orally and in writing;
- Previous experience with a project with multilateral and/or bilateral donors; experience with a project financed by the World Bank will be an asset.
- Proven ability to work in a team with colleagues and collaborators from different disciplines;
- Proven experience in sub-Saharan Africa; familiarity with SAPP and the geopolitical context of the SADC region will be an asset;
- Strong ability to write reports, and research and analyze data.

8. Miscellaneous

- The assignment will be carried out in close collaboration with SAPP-PAU office based in Johannesburg.
 - The Client (SAPP- CC) shall provide the following to the Consultant:
 - Utilities will provide counterpart staff from time to time as needed. Counterpart staff will work closely with the Consultant to provide the available data needed for the study and to organize on-site visits and consultations with stakeholders and in particular vulnerable groups.
 - Utilities will provide introduction to all government, private and other institutions that the Consultant may need to contact or meet during the execution of the project.
 - Assistance in the clearing of any materials, equipment and supplies brought into the different countries, if so required by the Consultant for the purpose of carrying out the services, which materials, equipment and supplies will be withdrawn from the countries after their use.
 - Assistance with immigration formalities (e.g. invitation letters), as needed.
 - Progress Meetings shall be held as needed, but at least once every month via teleconference to discuss progress and any challenges associated with the assignment. The Consultant shall prepare and circulate agendas and minutes for each meeting. The following special meetings and/or workshops are envisaged:
 - Kick-Off Meeting with SAPP
 - Inception Meeting;
 - Review of the Inception report, including a draft stakeholder engagement plan for data collection
 - Data collection and meetings with identified key stakeholders;
 - Validation workshops for the SOPs
 - Training cum dissemination workshop
- The main working language for this study is English.
- The reports and data produced by the consultant's team will be submitted to the SAPP in the form of electronic files, in MS-Word format for text reports. Other deliverables, such as databases, will be submitted in the appropriate electronic formats proposed by the Consultant and approved by the SAPP.

9. Payment Schedule

The indicative payment schedule for Phase I is as follows:

- 20% of the contract price upon submission and acceptance of the Inception Report with the proposed stakeholder engagement plan;
- 50% upon the posting and acceptance of assembled data bases and draft SOP and training manuals and virtual awareness material
- 30% upon submission and acceptance of the Final Standard Operating Procedures and completion of the capacity building workshop.

ANNEXURE B: Technical Proposal

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

To: *[Name and address of Client]*

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: "We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope" or, if only a Technical Proposal is invited "We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope."].*

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal in association/as a consortium/as a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: *{Insert a list with full name and address of each Sub-consultant.}*

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Government.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Government's policy in regard to corrupt and fraudulent or prohibited practices as per ITC 5.
- (e) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in Mozambique.
- (f) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

- (g) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.
- (h) We are / are not under sanction by the Government, the WB, AfDB, IADB, or the AsDB for any action of corruption and fraud in accordance with ITB 3. [If under sanction, please provide details including date of start of sanction and duration].

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 29.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or JV's name): _____

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

Consultant's Organization and Experience

A brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.

B - Consultant's Experience

- List only previous similar assignments successfully completed in the last [.....] years.
- List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent) / Amount paid to your firm	Role on the Assignment
{e.g., Jan.2017– Apr.2018}	{e.g., "Improvement quality of.....": designed master plan for rationalization of;}	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2018}	{e.g., "Support to sub-national government....." : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

Comments and Suggestions on the Terms of Reference, Counterpart Staff, and Facilities to be Provided by the Client

Comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

[improvements to the Terms of Reference, if any]

B - On Counterpart Staff and Facilities

[comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any]

Description of Approach, Methodology, and Work Plan in Responding to the Terms of Reference

A description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

[Suggested structure of your Technical Proposal:

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing]

a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks [**Note to Client: add the following for supervision of civil works or plants contracts:** (including the Environmental, Social (ES) aspects) to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}

b) **Work Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

d) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

ANNEXURE B: Financial Proposal

FIN-1	Financial Proposal Submission Form
FIN-2	Summary of Costs
FIN-3	Breakdown of Remuneration
FIN-4	Reimbursable expenses

**FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM**

{Location, Date}

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, [Insert "including" or "excluding"] of all indirect local taxes in accordance with ITC 25.1 in the Data Sheet. The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, for the period of time specified in the Data Sheet, ITC 12.1.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____

{If no payments are made or promised, add the following statement: "No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution."}

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) {In full and initials}:

Full name: {insert full name of authorized representative}
Title: {insert title/position of authorized representative}
Name of Consultant (company's name or JV's name):
Capacity: {insert the person's capacity to sign for the Consultant}
Address: {insert the authorized representative's address}
Phone/fax: {insert the authorized representative's phone and fax number, if applicable}
Email: {insert the authorized representative's email address}_____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs}			
	{Insert Foreign Currency # 1}	{Insert Foreign Currency # 2, if used}	{Insert Foreign Currency # 3, if used}	{Insert Local Currency, if used and/or required (16.4 Data Sheet)}
Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
<u>Total Cost of the Financial Proposal:</u> {Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) {insert type of tax: e.g., VAT or sales tax}				
(ii) {e.g., income tax on non-resident experts}				
(iii) {insert type of tax}				
<u>Total Estimate for Indirect Local Tax:</u>				

FORM FIN-3 BREAKDOWN OF REIMBURSABLE EXPENSES

B. REIMBURSABLE EXPENSES_____								
N°	TYPE OF REIMBURSABLE EXPENSES	UNIT	UNIT COST	QUANTITY	{CURRENCY # 1- AS IN FIN-2}	{CURRENCY # 2- AS IN FIN-2}	{CURRENCY# 3- AS IN FIN-2}	{LOCAL CURRENCY- AS IN FIN-2}
	{E.G., PER DIEM ALLOWANCES**}	{DAY}						
	{E.G., INTERNATIONAL FLIGHTS}	{TICKET}						
	{E.G., IN/OUT AIRPORT TRANSPORTATION}	{TRIP}						
	{E.G., COMMUNICATION COSTS BETWEEN INSERT PLACE AND INSERT PLACE}							
	{ E.G., REPRODUCTION OF REPORTS}							
	{E.G., OFFICE RENT}							
							
	{TRAINING OF THE CLIENT'S PERSONNEL – IF REQUIRED IN TOR}							
TOTAL COSTS								

LEGEND:

“PER DIEM ALLOWANCE” IS PAID FOR EACH NIGHT THE EXPERT IS REQUIRED BY THE CONTRACT TO BE AWAY FROM HIS/HER USUAL PLACE OF RESIDENCE. CLIENT CAN SET UP A CEILING.

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

B. Reimbursable Expenses								
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
___	{e.g., Per diem allowances**}	{Day}		_____				
___	{e.g., International flights}	{Ticket}		_____				
___	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between Insert place and Insert place}				_____			
	{ e.g., reproduction of reports}				_____			
	<u>{e.g., Office rent}</u>				_____			
				_____			
	{Training of the Client's personnel – if required in TOR}				_____			
Total Costs								

Legend:

“Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling.
