



BILATERAL COOPERATION BETWEEN VIETNAM AND BELGIUM
WATER SUPPLY AND SANITATION PROJECT IN BINH DINH PROVINCE
REQUEST FOR INTEREST

Ref. No:/BQLDA

- The Socialist Republic of Vietnam receives a non-repayable fund financed by the Government of Belgium to realize the Water Supply and Sanitation Project (WSSP) in Binh Dinh Province. Part of this fund is being used for legal payments under the contract of *'Vietnamese Consultants qualified in Rural Water Supply, who will make a peer review of the proposed management, operation & maintenance model for the future Phu Cat - Tuy Phuoc Rural Water Supply Scheme'*.
- The Provincial Project Management Unit (PPMU) of WSSP in Binh Dinh Province invites valid consultants (individuals, groups of individuals, organizations or joint ventures) to express their interest regarding the consultancy service mentioned above. Interested consultants should provide the information justifying their qualification for the realization of the consultancy service.
- The consultancy service includes *a team of consultants specialised in relevant fields of Rural Water Supply. The number of experts proposed and their specialisation are up to the discretion of the bidder. However, the suggestion of the Provincial Project Management Unit (PPMU) of WSSP is that two experts are proposed as follows: preferably one expert will verify the legal and administrative framework of the proposed management model and the other one will evaluate its practical aspects, such as the implementation modalities, as well as practical provisions for the day to day management of the service.*

The first expert will verify whether the model for Management, Operation and Maintenance of the Phu Cat - Tuy Phuoc RWS Scheme fits within the existing legal and administrative framework for RWS in Vietnam (from national to provincial level).

The second expert will verify whether the model for Management, Operation and Maintenance of the Phu Cat - Tuy Phuoc RWS Scheme is practical in its day to day application, will be easily manageable and is likely to deliver the expected results.

The peer review by the consultants should result in recommendations to the project and to pCERWASS on whether changes in the management model are considered necessary in order to make it either more easily manageable or better adapted to the real situation in the field.

- Tentative Starting Date is **1 October 2012**;
- Tentative implementation Period is **30 days**.
- The selection will follow the current Law on Procurement of Vietnam and the requirements of the donor.
- Interested consultants can receive more information at the address mentioned below from *8am to 5pm* on working days from Monday to Friday.
- Profiles for interest should be sent to the address below as latest on **20 September 2012**.

+ Project Management Unit: Water Supply & Sanitation Programme

+ Address: 35 Le Loi, Quy Nhon, Binh Dinh Province

+ Tel: 0563820562, Fax: 0563820791



ANNEX 1. INFORMATION FOR CONSULTANTS

- **Introduction on the consultancy service**

The detailed information on the consultancy service is presented in the TOR enclosed (Annex 3).

- **Valid status of consultants**

- a. Organisation: based on article 7 of the law on procurement
- b. Individual: based on article 8 of the law on procurement

- **Applicable language**

Profiles for interest and all relating documents must be in Vietnamese language.

- **Composition of profiles for interest**

Each consultant is allowed to submit only one profile for interest for each expert. Profile for interest must be typed or written in inerasable ink and signed by the Team leader, consultant or legal representative of the consultant.

Profile for interest should consist of:

- ➔ Letter for interest;
- ➔ Documents justifying the valid status of consultant (Certificate of Business Registration, Decision of Establishment, ...);
- ➔ Documents justifying the qualification and experience of consultant (see Annex 2).

Profile for interest must be packed in a sealed envelope and sent to the PPMU of the Water Supply and Sanitation Project in Binh Dinh Province at the following address [PPMU - Water Supply & Sanitation Programme, 35 Le Loi, Quy Nhon, Binh Dinh Province] not later than the time mentioned in the Request for Interest. The project owner is entitled to accept or reject any profile for interest which is submitted later than the deadline mentioned above.

- **Validity time of Profile for interest**

The minimum validity time of profile for interest is **60 days**, since the submission deadline mentioned in the Request for Interest.

- **Contract award**

Each consultant team with appropriate qualification and experience will be requested to submit a financial proposal and a technical proposal for the team, based on the attached Terms of Reference (annex 3). After that the PPMU of WSSP in Binh Dinh Province will invite the consultant whose proposal is the best for contract negotiation.

ANNEX 2. C.V, QUALIFICATION AND EXPERIENCE OF CONSULTANTS

The PPMU is looking for specialized Vietnamese Consultants who are qualified in Rural Water Supply (RWS) topics and who can supply high quality services in the relevant fields required under the present TOR.

Each Expert of the Consultant team needs to meet the following general qualifications:

- ➔ Demonstrate at least 10 years of experience in the Sanitation and Rural Water Supply sector in Vietnam (existing policies, laws, regulations, actors, management models for service delivery of RWS, etc...);
- ➔ Demonstrate proven experience on analyzing complex situations & conclusions based reporting;
- ➔ Demonstrate proven experience on ability to perform work requiring consultation with project partners and key stakeholders, including discussions with these stakeholders and taking effectively into account their contributions;
- ➔ Demonstrate proven experience on ability to facilitate workshops, using methods that are oriented towards the participant's involvement, result oriented and consensus building;
- ➔ Demonstrate excellent analytical and report writing skills;
- ➔ Perfect writing and speaking fluency in Vietnamese language;
- ➔ Knowledge of English language is not a requirement, but it would be an advantage;
- ➔ Knowledge of the project and/or experience of working in Binh Dinh will also be an advantage.

At least one Expert in the Consultant team must meet one of the following specific requirements:

On Institutional-Legal aspects:

- ➔ Thorough knowledge of the institutional framework governing the RWS sector in Vietnam;
- ➔ Thorough and proven experience in the management and implementation of RWS projects at provincial, district and commune level, preferably thereby having experience in working together with pCERWASS as main partner;
- ➔ Thorough and proven experience in analyzing institutional environments (legal framework, actors, coordination, participation, etc...) and supporting actors in optimizing institutional arrangements.

On Practical aspects:

- ➔ At least 10 years of experience in the management and implementation of RWS projects at provincial, district and commune level, preferably including experience in working together with pCERWASS as main partner and with other key stakeholders;
- ➔ At least 5 years of proven experience in monitoring & evaluating different RWS projects and collecting lessons learned/best practices.

ANNEX 3. TERMS OF REFERENCE

1.1 INTRODUCTION AND BACKGROUND

1.1.1 INTRODUCTION

The “**Water Supply and Sanitation Program in Binh Dinh Province**” (WSSP) attempts to improve the quality of life and the environment of the inhabitants from several communes in 6 districts of Binh Dinh Province (Phu Cat, Phu My, Tuy Phuoc, Tay Son, An Nhon and Hoai Nhon districts), through the following program of activities:

- (1) Building the capacity of the agencies in charge of planning, designing, implementing and managing rural water schemes and solid waste management systems
- (2) Raising the awareness on the use of safe drinking water and on the preservation of water resources as well as on the importance of protecting the environment with proper recycling, disposal and treatment of domestic solid waste
- (3) Constructing rural water systems in 2 districts: Phu Cat and Tuy Phuoc, and possibly, rehabilitating Hoc Mon dam, its spillway and the related irrigation canals, with efficient operation & maintenance modalities and secured funding
- (4) Implementing solid waste treatment schemes in 4 districts: An Nhon, Hoai Nhon, Tay Son and Phu My with efficient operation & maintenance modalities and secured funding

The Provincial Project Management Unit (PPMU) manages and implements the project. The project stakeholders and the PPMU are the first beneficiaries of the service.¹ The project is co-funded by the Belgian and the Vietnamese Government.

For Rural Water Supply (RWS), the project has three foci: (1) capacity development of the agencies in charge of planning, designing, implementing and managing, (2) awareness raising for the population on the use of clean drinking water, and (3) the construction of the rural water systems in Phu Cat and Tuy Phuoc districts. In these activities, the project's partner agency is the provincial Center for Rural Water Supply & Sanitation (pCERWASS).

Since early 2010, the PPMU and pCERWASS have been working on the planning and implementation of the awareness raising as well as on the design and start up of the construction of the piped water supply system. With the start of the construction phase, the PPMU started to systematically involve all relevant stakeholders in order to clarify capacities, roles, responsibilities and relationships for the management of the RWS schemes, as this should contribute to the sustainability of the fee payment by the users, to the quality and reliability of the service and to the sustainability of the operation and maintenance of the piped water supply system.

1.1.2 BACKGROUND TO THE ASSIGNMENT

In June 2012, the project finalized an Institutional-Organizational Capacity Assessment (IOCA), which included the analysis of the roles and responsibilities of the main stakeholders related to the Phu Cat - Tuy Phuoc RWS Scheme, as well as recommendations at all levels to improve the

¹ More information on the project can be found in the *Technical and Financial File of the Water Supply and Sanitation in Binh Dinh Project*

RWS service in Binh Dinh Province. The IOCA serves as a basis for the development of a well-planned management model for the RWS scheme in Phu Cat - Tuy Phuoc. As one of the outcomes, the IOCA proposed a suitable Service Delivery Management Model for Phu Cat - Tuy Phuoc RWS. In this model, called “Safety Water Group”, pCERWASS is designated as the service provider.

Based on the final IOCA, the PPMU prepared the ToR for pCERWASS to further develop the proposed “Safety Water Group” management model.

In July 2012, pCERWASS started to carry out the different activities described in the ToR, in which pCERWASS was asked to: i) further study, develop and prepare the Model for Management, Operation and Maintenance of Phu Cat – Tuy Phuoc RWS Scheme and make a detailed description of this model; ii) prepare and organize a study tour for key stakeholders to visit existing schemes in Vietnam that use similar Management Models and iii) organize a workshop with the related agencies in October, in order to finalize the Model for Management, Operation and Maintenance of Phu Cat - Tuy Phuoc RWS.

In this context, the PPMU is looking for specialized Vietnamese consultants, qualified in Rural Water Supply, who can make a peer review of the proposed model for the future operation of the Phu Cat - Tuy Phuoc RWS Scheme and advise pCERWASS and the PPMU on its validity, solidness and reliability.

1.2 OBJECTIVE OF THE ASSIGNMENT

1.2.1 GENERAL OBJECTIVE

The PPMU is looking for consultants who will share their expertise in view of accomplishing a peer review of the proposed model for the future operation of the Phu Cat - Tuy Phuoc RWS Scheme, which will meet the general and specific objectives stated in the present TOR, in particular:

- Verify the appropriateness of the model for Management, Operation and Maintenance of the Phu Cat - Tuy Phuoc RWS Scheme in legal and administrative regards for RWS in Vietnam (from national to provincial level).
- Verify the feasibility, sustainability, practice and effectiveness of the model for Management, Operation and Maintenance of the Phu Cat - Tuy Phuoc RWS Scheme, as proposed by pCERWASS, in its day to day application.
- Include all stakeholders involved and reach agreement on the proposed model and the suggested recommendations/changes during a workshop organized by pCERWASS in October 2012.

The peer review by the consultants should result in recommendations to the project and to pCERWASS on whether changes in the management model are considered necessary in order to make it either more effectively manageable or better adapted to the real situation in the field.

Ideally, a team of two consultants who work together might be proposed for the peer review; one to verify the legal and administrative framework of the proposed management model and the other one to evaluate its practical aspects, such as the implementation modalities, as well as practical provisions for the day to day management of the service.



1.2.2 SPECIFIC OBJECTIVES

The specific objectives of the assignment of the consultants are:

Legal & Institutional aspects:

- Evaluate the proposed model for the institutional set up and modalities for O&M and certify its appropriateness of the model in legal and administrative regards of RWS in Vietnam;

Practical aspects:

- Certify whether the proposed models ensures that pCERWASS as designated service provider, has sufficient operational autonomy, that the involvement of the key stakeholder is effective and that the provisions put into place for enhancing community involvement and customer satisfaction can work;
- Certify the feasibility, sustainability, practice and easy management of the proposed model regarding its day-to-day management;

If recommendations are made, or changes are proposed, regarding the proposed model and/or the existing legal and administrative framework, it is the task of the consultants to ensure understanding, agreement and commitment by all stakeholders of their recommendations and changes.

1.3 SCOPE OF WORK

1.3.1 PREPARATORY WORK & DESK STUDY

The consultants will prepare the assignment by reading the necessary documents (provided by the PPMU) and by submitting a detailed assessment plan (framework & methodology) with a detailed agenda (timeline with interventions).

As a first step, the consultants will analyze the following documents of the project:

- The Project's Technical & Financial File (October 2010);
- Relevant documents related to the design of the water supply system available at the PPMU (on 31st July 2012);
- Three (3) intermediary reports and one (1) final Institutional-Organizational Capacity Assessment (IOCA) Report (June 2012);
- The description of the Service Delivery Management, Operation and Maintenance Model proposed by pCERWASS, which plans to install for the exploitation of the Phu Cat - Tuy Phuoc RWS Scheme (July 2012);
- All legislations, directions, decrees, circulars and amendments of the existing legal and administrative framework of the RWS Sector in Vietnam (from national to provincial level) that apply to the Management, Operation and Maintenance Model suggested by pCERWASS.

The consultant should have a good insight into these documents, before conducting the actual verification of the model.

1.3.2 VALIDATION OF THE MANAGEMENT, OPERATION & MAINTENANCE MODEL FOR PC-TP RWS SCHEME

Institutional-Legal aspects:

The consultants will appraise the Management, Operation & Maintenance Model for PC- TP RWS Scheme proposed by pCERWASS and make recommendations to ensure that their proposal fits well within the existing legal and administrative framework of the RWS Sector in Vietnam, from national to provincial level.

The consultants will start with a brief introduction into the legal and administrative framework of the RWS Sector in Vietnam (from national to provincial level). Further, the consultants will assess the appropriateness of the proposed model to see whether they are in line with the existing policies, regulations and procedures based on the following aspects:

- Verify whether handover of the water scheme to the designated owner has been completed;
- Verify the appropriateness of the proposed model for the institutional set up and modalities for O&M and that this model fits into the existing legal and administrative framework of RWS in Vietnam (at national and provincial level);
 - Coordination, roles & responsibilities of the different key stakeholders involved;
 - Participation and accountability mechanisms in planning, budgeting and operating of RWS schemes;
 - Allocation of decision-making and management at the lowest appropriate level (decentralization);
 - The organigram of the Management Model of pCERWASS;
- Check the legal basis for the proposed cost recovery mechanisms, including water tariffs and supervision;
 - Verify whether the existing legal and administrative provisions can guarantee the availability of appropriate resources (human, financial & technical);
 - Financial mechanisms and viability of RWS schemes managed by pCERWASS;
 - Monitoring & Evaluation, Data Collection & Data Storage Systems;
- Promotion and incentives for the development of a stronger “demand side” of the water supply:
 - Customer groups and their opportunities for establishment and involvement in management, operation and maintenance of RWS schemes, voice mechanisms etc.;
 - Inclusion of subsidy policies for the most vulnerable groups in society;
 - A framework of IEC activities, to make people fully aware of the relationship between sanitation facilities, water supply and health;
- If necessary, give recommendations or suggest changes regarding the existing legal and administrative framework for RWS in Vietnam;
- If necessary, give recommendations or suggest changes to the Management, Operation and Maintenance Model for the Phu Cat - Tuy Phuoc RWS Scheme;
- Other, as proposed by/agreed with consultant.

The analysis will result in a report (in Vietnamese and English) which includes findings but also recommendations to address gaps and inconsistencies in (1) the existing legal and administrative framework and (2) the proposed Management, Operation and Maintenance Model for Phu Cat -

Tuy Phuoc RWS Scheme. The report will be presented and discussed in a meeting with PPMU and pCERWASS in order to get agreement on the findings and recommendations (before the workshop in October).

Practical aspects:

The consultants will appraise the Management, Operation & Maintenance Model for PC- TP RWS Scheme proposed by pCERWASS and make recommendations to ensure that their proposal is practical in its day to day application, will be easily manageable and is likely to deliver the expected results.

More in particular, the Consultants will validate the feasibility of the proposed model based on the following aspects:

- Evaluate the autonomy of pCERWASS as designated service provider; and the organization & human resources development within pCERWASS;
- Verify the appropriateness of the proposed distribution of responsibilities among key stakeholders for the good delivery of the service:
 - The described involvement of the key stakeholders at commune, district & provincial level
 - The organization & human resources development within key stakeholders
- Check the provisions for community involvement and measures proposed to enhance customer satisfaction:
 - The provisions put into place for enhancing community involvement and customer satisfaction, including a strategy to deal with customer complaints, customer reception, ombudsman, etc...;
 - The system for equal distribution, availability and coverage of the piped water to the rural population;
 - The participatory and pro-poor decision making processes;
 - The promotion of empowerment, social capital and capacity at commune & district level;
 - Affordability & willingness to pay of the water fees for the poor households and adequate focus on IEC activities, as a way of stimulating customer's willingness to pay;
- Verify the feasibility, sustainability, practice and easy management of the model regarding its day-to-day management:
 - Sustainability and focus on Management, Operation & Maintenance of the proposed model, including the provisions for depreciation or replacement of facilities/equipment;
 - A timely, accurate and affordable Monitoring, Evaluation & Supervision System covering different aspects of Rural Water Supply, including data collection, data storage and reporting systems;
 - Affordable and Efficient system on the regular checking of the Water Quality;
- Verify whether the existing management provisions are likely to guarantee the availability of appropriate human, financial and technical resources, under the proposed application conditions and taking into account usual practice in the province;
 - Financial Mechanisms (incentive regimes for taxation, land use, effective targeting of resources, transparency, etc..);

- Check the provisions for coordination with the social policy bank to make the loans for the households connections affordable and accessible on time;
- Check the cost recovery mechanisms, including water tariffs supervision;
- Check the provisions for maintaining water user's willingness to pay for the services;
- Focus on appropriate and feasible technology instead of high technology;
- Verify whether the proposed human resources and organizational arrangements, the distribution of task and the task descriptions of key staff are sufficient to effectively guarantee the high level of service expected;
- If necessary, give recommendations or suggest changes to the proposed management model;
- Others (as suggested by consultant).

The consultant will write a report (Vietnamese and English) on the findings and make recommendations to the project and to pCERWASS whether changes in the management model are deemed necessary in order to make it more easily manageable or better adapted to the real situation in the field.

1.3.3 WORKSHOP

After their analysis, the consultants will have a report covering the results and recommendations of their assessments. The report will put together the assessment of all findings, analyses, recommendations and conclusions so far. At the same time, pCERWASS has prepared a final report on the proposed model for PC-TP RWS Scheme and a roadmap based on the proposed model. The roadmap will propose the planning and feasible implementation sequence towards the implementation of the desired RWS management model, as well as a set of indicators for monitoring the progress of the proposed model.

When the consultants and pCERWASS have completed the preparation of these documents, the project supports to organize a final validation workshop between them and all the stakeholders. The purpose of this workshop is to disseminate and discuss the final Management, Operation & Maintenance Model of PC-TP RWS Scheme as well as to get agreement by all stakeholders involved on the next steps to take (roles & responsibilities, recommendations, indicators, etc...).

During the workshop, pCERWASS and the consultants will:

- present the results and recommendations of their assessment;
- instigate discussions with all key stakeholders on the recommendations/suggested changes;
- reach agreement & commitment from all stakeholders involved on the feasibility of the recommendations.

1.4 METHODOLOGY

The consultants work as experts and facilitators. They initiate, facilitate and moderate the discussions to be held. The main partner of the consultants will be pCERWASS, who is the PPMU's partner in RWS.

It is necessary that the consultants communicate and collaborate with pCERWASS at all times. pCERWASS has developed the Management, Operation & Maintenance Model for PC-TP RWS Scheme and the task of the consultants is to build further on this model, suggest

recommendations to improve the model and get full agreement & commitment of pCERWASS on the suggested changes.

The workshop will be organized by the PPMU & pCERWASS, and co-facilitated by the consultants. The purpose of this workshop is to get final agreement and commitment of all stakeholders on the Management, Operation & Maintenance Model for the PC-TP RWS Scheme, including the recommendations made by the consultants. It is necessary to have as much analysis by and discussion amongst participants as possible. The final goal nevertheless is to get commitment and decision-making. In order to stimulate discussion and ensure involvement of and input from all participants, a wide range of methods should be prepared and applied, to enrich the discussion and make it highly interactive. The consultant shall apply methods that stimulate decision-making as well.

1.5 PARTICIPANTS

Participants to the workshop are people from the following provincial, district and commune divisions or organizations:

- Provincial People's Committee (1);
- Provincial Project Management Unit (5);
- Department of Agriculture and Rural Development (1);
- Provincial Center for Rural Water Supply & Sanitation (4);
- Department of Planning and Investment (1);
- Department of Finance (1);
- Department of Natural Resources and Environment (1);
- Department of Health (1)
- Department of Education and Training (1);
- District People's Committee (2);
- Commune People's Committees (7).

A total of 25 people may be expected to attend the workshop.

1.6 TIMING, VENUE AND LOGISTICS

Timing of assignment: tentative starting date: 1 October 2012; tentative implementation period: 30 days;

The workshop will take place in October 2012.

Venue of workshops: Quy Nhon, Binh Dinh Province.

Logistics for workshops will be taken care of by PPMU, as well as copying and printing documents and with according costs.

The consultants are asked to inform PPMU about the necessary stationary for the workshop and to submit handouts for printing at latest 10 working days before the workshop (together with pCERWASS). PPMU after analysis of the handouts will provide comments to the consultants



within 5 working days. After consideration the consultants will provide the final versions of the handouts and PPMU will circulate these to all participants at least 5 days before the workshop.

1.7 EVALUATION AND RECOMMENDATIONS

Not later than 2 weeks after the completion of the workshop, the consultants submit their final report of the assessment and the workshop, including:

- a description of the process that lead to the (intermediary and final) results
- the final results of the analysis, agreed upon by all key stakeholders
- evaluation of to what extend the objectives of the workshop have been achieved, and
- final recommendations for the PPMU and pCERWASS regarding the proposed model and the legal & administrative framework (agreed by all key stakeholders).

It is the aim of the project that, if the objectives of this activity have been achieved, and thus the commitment of the main stakeholders exists, the next activity will be further implementation of the proposed Management, Operation & Maintenance Model for PC-TP RWS Scheme.

1.8 OVERVIEW OF TASKS

Based on this TOR, the consultants will draft and submit to the PPMU, a methodology for this assignment, with a detailed implementation plan showing main tasks, participants and timeline. A sample proposed outline of the tasks, timeline and outputs is shown for reference below:

Nr	Tasks	L-I a*	P a**	When	Output
1	Preparatory Work	3	3		
1.1	Desk review and reading of the necessary documents	2,5	2,5	10/2012	<ul style="list-style-type: none"> • A detailed assessment plan (framework and methodology) • A detailed agenda of the interventions & meetings with partners (pCERWASS & PPMU)
1.2	Make assessment plan and detailed agenda of activities	0,5	0,5		
2	Validation of the Proposed Model for the PC-TP RWS Scheme (in Binh Dinh)	5	9		
2.1	Assessment (data collection, meetings, analysis, report)	4	8	10/2012	<ul style="list-style-type: none"> • Intermediate Assessment Report (including findings and recommendations) • Debriefing Meeting & Minutes of the Meeting • Agreement and Commitment by pCERWASS and PPMU
2.2	Debriefing and discussion with PPMU, pCERWASS, other key actors	1	1		
3	Workshop, Evaluation and recommendations	2	3		
3.1	Workshop	1	1	10/2012	<ul style="list-style-type: none"> • Agenda of the Workshop • Commitment by key stakeholders
3.1	Summarize results, evaluation, process and give recommendations for pCERWASS and PPMU	1	2	10/2012	<ul style="list-style-type: none"> • Final Assessment Report of results/findings and the process that lead to it; • Evaluation of achieved objectives • Recommendations for implementing the proposed model, agreed by all stakeholders
	TOTAL***	10	15		10 outputs
<p>* L-I a: Legal – Institutional aspects</p> <p>** P a: Practical aspects</p> <p>*** Does not include traveling time to and from Quy Nhon. For traveling, one half day may be added for each one-way trip</p>					

1.9 BID EVALUATION CRITERIA

PPMU selects the Service Provider who proposes the admissible offer with the highest score, based on the technical evaluation and price. Only regular tenders with all their annexes are taken into account.

Evaluation criteria are as follows:

- **Technical evaluation (80 points):**

(1) CV of the proposed expert: in line with the qualifications defined in the ToR (30 points);



- (2) Experience of the proposed expert, based on the responsibilities in previous jobs (30 points);
- (3) Methodological approach presented by the Service Provider (20 points);
- (4) The availability of the consultant to carry out the assignment within the time required by TOR

- **Financial evaluation (20 points)**

The Evaluation will be based on the following sub-criteria:

Consultants (60%)	60
• Qualification	30
• Experience (based on responsibilities in previous jobs)	30
Methodology (20%)	20
• The proposed Assessment Framework	3
• The proposed Working Schedule	3
• The Description of the Process that must lead to the Final Result of the Analysis and the recommendations	5
• The proposed Facilitation and Moderation Approach for during the workshop	4
• The Understanding of the Overall Objective of the Assignment	3
• The Creativity in Methodology	2
Financial Evaluation (20%) (proportion of maximum score of offered bid price above minimum bid price)	20

During the evaluation of the Bids, PPMU may ask Tenderers individually to provide clarifications or additional information. After selection of the winning tenderer and before contract award, PPMU may negotiate the details of the offer with the winning Service Provider, including negotiation of the required services for the mission, the details of the contract and the price.