



**Bid Title: Short-Term Consultancy on Monitoring and Evaluation Activities for the  
ClimSA Caribbean Programme**

**Request for Proposal - RFP-CLIMSA-RFP10-PMU2**

**March 19<sup>th</sup>, 2025**

The Caribbean Institute for Meteorology and Hydrology (CIMH) through the Intra-ACP Climate Services and Related Applications Caribbean Programme has committed funds to undertake the Short-term consultancy on ClimSA Monitoring and Evaluation Activities.

We invite electronic bids from eligible and qualified bidders for the provision of a Short-term consultancy on ClimSA Monitoring and Evaluation Activities for the Intra-ACP Climate Services and Related Applications Caribbean Programme

### **Eligibility of Bid Submission**

This invitation for bids is open to all proponents who fulfil the eligibility Criteria as well as the qualification criteria incorporated in this document.

### **Bid Documents**

Tender Documents will be available to interested firms between March 19, 2025, **3:00PM UTC-04:00** Georgetown and April 11, 2025, **3:00PM UTC-04:00** Georgetown. Tender Documents will be emailed at the Bidder's request or downloaded from [www.cimh.edu.bb](http://www.cimh.edu.bb)

All inquiries for information regarding this solicitation should be directed to: (Dwight Walker, Procurement Specialist), e-mail: [dwalker@cimh.edu.bb](mailto:dwalker@cimh.edu.bb)

Bidders shall promptly examine the entire Request for Proposal (RFP) documents after receipt and report to the person named above, any errors, omissions or ambiguities discovered therein, as soon as possible, and at least seven (7) days prior to the Closing Date. If necessary, and if time permits, Addenda may be issued to all Bidders before the Closing Date. Unless confirmed by Addendum, Bidders shall not take into consideration any instructions or answers modifying the Request for Proposal.

### **Deadline for Submission of Bids**

Emailed Proposals will be received until April 11, 2025, up to and including **3:00PM UTC-04:00 Georgetown**. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

Electronic bidding is permitted. Each submission should bear the name and address of the firm, addressed to the Procurement Specialist, Caribbean Institute for Meteorology and Hydrology and be clearly identified as: "Short-term consultancy on ClimSA Monitoring and Evaluation Activities" and submitted to [procurement@cimh.edu.bb](mailto:procurement@cimh.edu.bb).

## Table of Contents

<b>1. INTRODUCTION .....</b>	<b>3</b>
1.1 PURPOSE .....	3
1.2 COMPANY OVERVIEW .....	3
<b>2. BIDDER INSTRUCTIONS .....</b>	<b>4</b>
2.1 GENERAL GUIDANCE .....	4
2.2 PERIOD OF VALIDITY & TIMELINE .....	4
2.3 CONFIDENTIALITY / NON-DISCLOSURE .....	4
2.4 LICENSING AND PERMITS .....	5
2.5 LANGUAGE AND CURRENCY OF OFFER .....	5
2.6 ENVIRONMENT .....	5
2.7 SAFETY .....	5
2.8 ONE BID PER BIDDER AND ALTERNATIVE PROPOSAL BY BIDDERS .....	6
2.9 PROPOSAL PREPARATION .....	6
2.10 PROPOSAL SUBMISSION AND RFP CLOSING .....	7
2.11 INTENTION TO BID .....	7
2.12 MODIFICATIONS TO RFP .....	7
2.13 BIDDER QUESTION SUBMISSION .....	7
2.14 LATE PROPOSAL .....	7
2.15 COST INCURRED TO DEVELOP PROPOSAL .....	7
2.16 EVALUATION PROCESS .....	8
2.17 REJECTION OF PROPOSAL .....	8
2.18 ACCEPTANCE OF PROPOSAL .....	8
2.19 BIDDER DEMONSTRATIONS .....	9
2.20 BEST AND FINAL OFFER .....	9
2.21 FORMALIZING THE CONTRACT .....	9
2.22 ORDER OF PRECEDENCE .....	9
<b>3. SCOPE AND ESSENTIALS OF THE PROPOSAL .....</b>	<b>10</b>
3.1 SOLUTION OVERVIEW .....	10
3.2 SPECIFIC PROPOSAL REQUIREMENTS .....	11
3.3 COSTS .....	12
3.4 TRAINING .....	12
<b>4. CONTRACTS AND AGREEMENT .....</b>	<b>12</b>
4.1 CONTRACTS AND AGREEMENTS .....	12
<b>5. BIDDER BACKGROUND DETAILS .....</b>	<b>13</b>
5.1 VENDOR/COMPANY PROFILE .....	13
5.2 QUALIFICATIONS OF THE BIDDER TO EXECUTE THE WORK: .....	13
<b>6. CORPORATE REFERENCES .....</b>	<b>13</b>
6.1 COMPANY CONTACT INFORMATION .....	13
6.2 REFERENCES .....	13
6.3 BIDDER SERVICES & CUSTOMER SUPPORT .....	13
<b>7. IMPLEMENTATION .....</b>	<b>14</b>
7.1 IMPLEMENTATION PROJECT SCHEDULE .....	14
7.2 PROJECT SCHEDULE AMENDMENT .....	14
7.3 IMPLEMENTATION PLANNING TEAM .....	14
<b>8. APPENDICES .....</b>	<b>15</b>

## 1. Introduction

### 1.1 Purpose

The intent and purpose of this Request for Proposal (RFP) is to establish a contract through competitive negotiation for the provision of short-term communication research services to assess the knowledge, attitudes and practices of climate services and related applications within the health sector of Dominica and correlating communication activities for the Caribbean Intra-ACP Climate Services and Related Applications Programme.

The contract for providing Short-term consultancy on ClimSA Monitoring and Evaluation Activities shall be for a period of three (3) months and is expected to commence on April 30, 2025. CIMH reserves the right to terminate the contract, not unreasonably or without vexation, within the contract period by written notification to the successful bidder.

### 1.2 Company Overview

The Caribbean Institute for Meteorology and Hydrology (CIMH) is a training and research organization formed by the amalgamation of the Caribbean Meteorological Institute (CMI) and Caribbean Operational Hydrological Institute (COHI). The Caribbean Meteorological Institute was established in 1967 by the member states of the Caribbean Meteorological Organization (CMO) while the Caribbean Operational Hydrological Institute (COHI) was established in 1982. Even though the two Institutes were amalgamated since the mid 1980's, the organization continued to be known as the Caribbean Meteorological Institute up until September 1999 when the name was officially changed to reflect the dual role of the Institute. Responsibility for the operation of the Institute rests with the sixteen Commonwealth Governments which comprise the CMO.

The role and mission of the CIMH is to improve the meteorological and hydrological services and to assist in promoting the awareness of the benefits of these services for the economic well-being of the CMO countries. This is achieved through training, research and investigations, and the provision of specialized services and advice.

The primary functions of the Institute are to:

- Provide facilities for the training of various categories of meteorological and hydrological personnel
- Operate as a centre of research in meteorology and hydrology and associated sciences
- Operate as contractors and consultants on various meteorological and hydrological projects
- Maintain a service for the upkeep, repair, and calibration of meteorological instruments
- Provide advice to participating governments on meteorological and hydrological matters
- Collect, analyze, and publish meteorological and hydrological data

## 2. Bidder Instructions

### 2.1 General Guidance

This RFP is not an offer to contract. Acceptance of a proposal neither commits CIMH to award a contract to any provider if all requirements stated in this RFP are met, nor limits CIMH's right to negotiate in its best interest. CIMH reserves the right to contract with any provider (or as many providers) as it sees fit. CIMH is not obligated to accept the lowest or any bid and reserves the right to terminate the bid process at any point before the award of a contract without incurring any liability to any of the bidders.

Failure to respond appropriately to any question in this RFP may subject the proposal to disqualification; however, the same is not necessarily true in the event of a failure to meet a qualification or requirement.

All Bidders representation to CIMH whether verbal or written must be factual and will be relied upon by the CIMH in its evaluation to potential providers. CIMH's reliance on the Bidder's represented expertise in this type of transaction shall be incorporated in any and all formal agreements between the parties.

The Proposal returned by the Bidder should represent a complete and comprehensive document able to stand on its own in responding to the needs of CIMH, notwithstanding the fact that some information may have been conveyed during exploratory consultations.

### 2.2 Period of Validity & Timeline

Bids should be valid for at least **90** days following the date of submission as specified below, and this should be stated in the Terms and Conditions section of the response.

Activity	Target Completion Dates
Release of RFP	March 19 <sup>th</sup> 2025
Proposals Due	April 11 <sup>th</sup> 2025
Bid Opening	April 14 <sup>th</sup> 2025
Bidder Selection	April 21 <sup>st</sup> 2025
Contract Negotiations	April 23 <sup>rd</sup> 2025
Contract Execution	April 30 <sup>th</sup> 2025
Service Implementation	April 30 <sup>th</sup> 2025

### 2.3 Confidentiality / Non-Disclosure

All non-public information of CIMH, in any format, whether of a technical, business or other nature, including, without limitation, any information relating to its operations, plans, know-how, trade secrets, business affairs, customers or suppliers, any information provided by

CIMH that has been identified as being proprietary and/or confidential or that by the surrounding circumstances ought to be treated as confidential or any specifications, engineering and other data, software drawings, sketches, blueprints and other documents provided by CIMH (or by any third party at the request of CIMH) to the bidder for the purposes of this RFP shall remain confidential and the bidder shall not use or copy them for any purpose other than the fulfillment of this RFP.

The successful bidder will be required to sign a confidentiality agreement instructing its employees to keep confidential the information concerning the business, its financial affairs, its relations with employees, and creditors, as well as any other information which may or may not be specifically classified as confidential.

The obligations set out in the confidentiality agreement shall survive the expiration or termination of the contract.

#### 2.4 **Licensing and Permits**

Prior to being awarded the Contract, the successful bidder will be required, upon request by CIMH, to furnish evidence of proper licensing and permits for all equipment and personnel to be operated or employed within its premises for the performance of the Work. Where the successful bidder fails to furnish such evidence to the satisfaction of the CIMH within three (3) days of being requested to furnish it, CIMH reserves the right to consider this a factor in its decision to award the Contract.

#### 2.5 **Language and Currency of Offer**

The proposal submitted by the bidder and all correspondence and documents relating to the RFP and proposal shall be written in English. Supporting documents and printed literature may be in another language provided that they are accompanied by an accurate translation of the relevant passages in English. Costs presented in the proposal should be quoted in **USD**.

#### 2.6 **Environment**

CIMH is committed to minimizing the impact of its activities on the environment and therefore encourages you to take an active role in implementing environmentally sound business practices and producing goods and services that lessen the burden on the environment in their production, use and final disposition.

#### 2.7 **Safety**

The successful bidder will be required to conform to CIMH's safety rules. The site/works will be subjected to safety inspections by CIMH's Safety Manager, and the successful bidder is required to comply with his/her recommendations.

The successful bidder is also required to ensure his/her employees are equipped with the necessary safety equipment, such as hard hats, gloves, hearing protection, clothing, safety footwear etc as is required by CIMH and to ensure that this equipment are used where necessary and /or where dictated by the Safety Manager.

## 2.8 One Bid per Bidder and Alternative Proposal by Bidders

Each Bidder shall submit only one Bid, either individually or as a partner in joint venture. Any Bidder who submits or participates in more than one Bid will result in all the proposals with the Bidder's participation to be disqualified.

Unless otherwise indicated in this bid document, alternate Bids will not be considered.

## 2.9 Proposal Preparation

- ✓ Soft copies should be prepared using the following applications:
  - Microsoft Word
  - Microsoft Excel
- ✓ The pages must be numbered consecutively, and the subject heading identified in a table of contents.
- ✓ Supporting attachments may be provided in PDF format, where appropriate.

Bidder responses should use the following format:

Section Letter	Section Title	Contents and Deliverables
A.	Table of Contents	(Self-explanatory)
B.	Executive Summary	Top-level summary of the most important aspects of the proposal, containing a concise description of the proposed solution(s).
C.	Corporate Profile & Background	Your corporate profile including the items highlighted in section 6 of this document.
D.	Description of Proposed Solution(s) Pricing:	Refer to the requirements in section 3.3. of this document.
E.	Details on Training	Please provide responses for questions in sections: 3.4 Training
F.	Description of contracts and agreements associated with the proposal	Refer to section 4 of this document.
G.	Corporate References	Refer to section 6 of this document.
H.	Description of the implementation approach recommended for the proposed solution.	Refer to section 7 of this document.

## 2.10 **Proposal Submission and RFP Closing**

- 2.10.1 Your response to this document is required no later than the date provided under the **Deadline for Submission of Bids** on page 1 of this document.
- 2.10.2 Your proposal or any part thereof, once submitted prior to the deadline, becomes the property of CIMH and will not be returned for any reason to the Bidder.
- 2.10.3 The RFP and the Proposal submitted shall form an addendum to the contract.

## 2.11 **Intention to Bid**

A provider must notify CIMH of its intention to bid or not to bid by the date specified under 2.2 “**Validity and Timelines**” of this document. Notification should be by e-mail to CIMH contact as above and should include the name, address, e-mail address and telephone numbers of the provider contact.

Any provider who elects not to bid must destroy this RFP and certify to CIMH that this has taken place.

## 2.12 **Modifications to RFP**

At any time prior to the deadline for submission of proposals, CIMH, for any reason whether on its own initiative or in response to a clarification requested by a bidder, may modify the RFP. Any amendment will be distributed to all bidders who have been selected to respond to the RFP.

To afford bidders reasonable time in which to take the amendment into account when preparing their bids, CIMH may, at its own discretion, extend the deadline for the submission of proposals.

## 2.13 **Bidder Question Submission**

If a Bidder needs clarification on any aspect of this RFP, questions must be submitted in writing to CIMH contact listed. Such correspondence may be sent to CIMH via e-mail. Responses to all questions from any Bidder(s) will be provided to all Bidders simultaneously.

## 2.14 **Late Proposal**

Bidders must allow sufficient delivery time to ensure receipt of their proposal by the time specified.

Proposals received after the time specified will not be considered. CIMH wishes to advise respondents that there will be no right of recourse or appeal after a final decision has been made.

## 2.15 **Cost Incurred to Develop Proposal**

CIMH is not liable for any costs incurred by bidders prior to issuance of a contract or purchase order. CIMH will not be responsible for any expenses, including but not limited to travel, lodging or other out-of-pocket expenses of any provider prior to the execution of a written agreement for services in a form acceptable to CIMH.

## 2.16 Evaluation Process

The proposal will be evaluated for responsiveness to the RFP. In evaluating the technical proposals, CIMH will consider any deviations to the RFP including the contractual provisions stipulated in the Contract Clauses identified by the bidder. Any deviation, which in the sole opinion of CIMH renders a bid substantially non-responsive, may result in the bidder's proposal being rejected.

2.16.1 The following criteria will be used to determine the successful Bidder:

Category	Technical Evaluation Criteria Components	Weighting
1	Understanding of the scope, objectives, and completeness of response.	10
2	Qualifications of the consultant	15
3	The consultant's level of technical expertise	20
4	Evidence of track record in M&E	25
	Total	70

## 2.17 Rejection of Proposal

CIMH retains the right to reject any or all proposals without providing any reason. Any restrictions on the use of data contained within the proposal must be clearly stated in the proposal itself. All materials submitted regarding this RFP become the property of the CIMH and will not be returned to the bidder.

CIMH reserves the right to enter into discussions and/or negotiations with one or more qualified providers at the same time, if such an action is in the best interest of CIMH.

All Bidders will be formally advised of the final decision when it is made. However, if it becomes apparent during the proposal evaluation that the solution offered is not considered suitable, then the respective bidder will be advised at that time.

## 2.18 Acceptance of Proposal

The contents of the proposal of the successful bidder will become part of the bidder's contractual obligation if acquisition action ensues.

Failure of the successful bidder to accept this obligation in a purchase agreement, purchase order, contract or similar acquisition instrument may result in the cancellation of the award and such bidder may be removed from future solicitations. A submitted proposal in CIMH's possession may be altered provided that the modification is received prior to the submission deadline. The bidder's authorized representative must sign the modification.

CIMH reserves the right to waive formalities and ignore minor irregularities in the proposals received, and to accept any portion or all item proposed, if deemed in the best interest of CIMH.

### 2.19 Bidder Demonstrations

After the proposals are received, Bidders who are top contenders for the final selection may be invited to demonstrate the functionality that they have indicated they can provide. Proposals from bidders who are unable to demonstrate solution functionality that their proposals indicated as being included in their package may be rejected

### 2.20 Best and Final Offer

CIMH reserves the right to request or propose the best and final offer.

### 2.21 Formalizing the Contract

Within 5 business days of receipt of the notification of award from CIMH, the successful bidder shall sign and return the Forms of Contract to CIMH. After the bidder furnishes the executed Forms of Contract together with a performance security if required, CIMH will notify the other bidders that their bids have not been successful.

### 2.22 Order of Precedence

The RFP and the Proposal shall form part of the contract. In the case of conflicts, discrepancies, errors or omissions among the RFP, the Proposal, and the main body of the contract, the documents, and amendments to them shall take precedence and govern in the following order:

1. Main body of the contract and schedules thereto.
2. RFP (including the 'Detailed Requirements'); and
3. Proposal

### 3. Scope and Essentials of the Proposal

#### 3.1 Solution Overview

##### 3.1.1 General Scope

##### **Objectives:**

The scope of work and expected deliverables will be the following:

As noted above, the aim of the ClimSA programme in the Caribbean is to strengthen the climate services value chains through the development and improvement of climate services and applications. In an effort to achieve this goal and generate the needed impact, a Results Framework was developed for the programme focused on achieving specific outputs that would in turn lead to the desired impact. The Logical/Results Framework (RF) of the programme is a derivative of the global RF and focuses on over fifty (50) indicators to facilitate the achievement of the desired results. It was noted at the Project Steering Committee held in May 2023, that due to the extensive nature of this RF and the monitoring necessary to ensure the achievement of these results, it may be difficult for stakeholders to provide the information for monitoring the progress towards these results. Additionally, the Results Oriented Monitoring (ROM) process undertaken by the EU on the ClimSA Caribbean programme in October to December 2023 recommended that aspects of the log frame be improved to ensure a better monitoring of the Intervention.

As such, it was recommended that the project seeks support in this area through a short-term consultancy on Monitoring and Evaluation activities that can allow for adequate monitoring of the progress towards the intended results and ensure that the current framework is the best suited and most practical to achieve the project objectives. The primary objective of the consultancy will be to design and implement monitoring, reporting and evaluation processes for the project. The scope of work will support the following activities:

- Provision of technical assistance to the programme in the development, review and revision of the existing Monitoring and Evaluation frameworks;
- Provision of support to assess the quality of the project Results Framework as per the ROM review recommendations and within the context of the scope of the project and its implementation unit. Propose revisions, as necessary.
- Identification of the project's baseline data in line with any relevant indicators in the RF;
- Revision of ongoing monitoring plans for the project and provision of technical support for the design of data collection instruments;
- Development of the project's M&E framework and reporting system as per the project log

frame. This includes developing methodologies for collecting and systematizing information for outcome and output level indicators;

- Development and implementation of measurement processes that reflect the results, as well as establish and operationalize monitoring systems such as reports, etc. (including defined data collection frequency and responsible parties);
- Provision of guidance for the collection, compilation, checking, sorting, and analyzing qualitative and quantitative data about ongoing and future project activities and support data quality assessments;
- Provision of guidance on how to analyze information to risk-inform management decision-making;
- Collaboration with other project staff to package M&E findings for use in learning events. This includes supporting the related capacity building needs of relevant counterparts on the execution of the monitoring work, including data collection;
- Production of quality reports (quantitative and qualitative data, photos, charts, maps).
- Monitoring the progress of the workplan and incorporating adjustments as necessary, in addition to the monitoring of project risks with proposed mitigation actions
- Collaboration with administration to align project records related to M & E as well as provide guidance on the update of the progress of the project as per the project results framework.

### 3.2 Specific Proposal Requirements

#### 3.2.1 *Authorization*

The proposal should be submitted with a cover letter signed by an authorised representative of the Bidder. It should name the person(s) authorised to negotiate on the supplier's behalf and state their designations.

#### 3.2.2 *Clarity and Relevance*

CIMH requires specific responses to the details sought by all sections of this RFP formatted as presented herein for uniformity of assessment. Any format supplied by the Bidder must address the requirements specifically, clearly, and completely for the convenience of CIMH's assessors. Responses of a general nature that are subject to interpretation will not be in the Bidder's interest.

#### 3.2.3 *Delivery Time Frame*

The proposal should indicate important time frames such as the projected period between CIMH's order and delivery of the required product or service. In this regard a breakdown of the estimated times for delivery as is, should be stated. Additionally, estimated times for various aspects of required customization (*i.e.*, basic for commencement or extensive) if required, should be given.

### 3.3 Costs

#### 3.3.1 Production Costs

The cost of the proposal should align directly with Section 4 of the TOR – Deliverables. All aspects of the proposal should be included in the financial submission including:

- An inception report showing the plan for the development of applicable monitoring systems and review of the current Results Framework including recommendations
- A Monitoring Plan and templates for monitoring reports progress. This should include an M&E manual with an Implementation Plan that outlines specific activities to operationalize the M&E (goal, baseline, timelines, frequency of measurements, responsible actors, required resources, etc.)
- Provision of templates for the evaluation of targets – this should include guidance on data collection and supporting documentation
- A Plan and report on the coordination and management of the M&E framework
- Report on the implementation and execution of a monitoring exercise
- (Monitoring exercise should include the use of templates and other monitoring tools)
- Report on the capacity building for project stakeholders in reporting on the status/progress of the relevant indicator
- Report on the contribution to the sustainability plan
- Report on activities executed through the M&E
- Total price

#### 3.3.2 Other Cost Requirements

The proposal must contain a summary of costs with the unit of pricing stated clearly.

The Bidder should list and price the various components clearly indicating the essential as well as optional addons.

The payment schedule should be clearly stated.

### 3.4 Training

3.4.1 No specific training workshop will be required for this consultancy.

## 4. Contracts and Agreement

### 4.1 Contracts and Agreements

CIMH will issue a Purchase Order to the successful proponent for the scope of services detailed in the request for proposal.

CIMH may issue a Formal Agreement as per Appendix B to the successful proponent for the scope of services detailed in the request for proposal.

## **5. Bidder Background Details**

### **5.1 Vendor/Company Profile**

Bidders are requested to provide detailed information on the submitted CV.

### **5.2 Qualifications of the Bidder to execute the work:**

#### **5.2.1 Major projects handled**

Bidder Resource Qualification and Experience:

#### **5.2.2 Outline the proposed project resource(s) including proposed role and level of expertise**

#### **5.2.3 Proposed work schedule for this project**

## **6. Corporate References**

Provide references for other companies in this industry and of similar size of CIMH that you have provided similar services. Contact information should also be provided with the list of references.

The following information at a minimum should be provided:

### **6.1 Company Contact information**

- The reference company's name
- The reference company's address
- The reference company's telephone number
- The name and title of a person who may be contacted at the reference company

### **6.2 References**

Please provide contact names and numbers of at least two (3) references, who would be willing to receive a telephone call and/or visit from CIMH. We are interested in your clients who you have worked with on similar activities within the last 3 years.

CIMH reserves the right to contact these references without prior notification to the Bidder. CIMH also reserves the right to contact any previous or current user of the Bidder's products or services.

### **6.3 Bidder Services & Customer Support**

It is expected that, at a minimum, the following Bidder services should be provided:

1. Planning
2. Outline of proposed work schedule

## 7. Implementation

### 7.1 Implementation Project Schedule

The duration of the consultancy is three (3) months with an expected start date in April 2025.

Estimated duration to complete:

No.	Deliverable	Timeline
1.	An inception report showing the plan for the development of applicable monitoring systems and review of the current Results Framework including recommendations	3 weeks after start date
2.	A Monitoring Plan and templates for monitoring reports progress. This should include an M&E manual with an Implementation Plan that outlines specific activities to operationalize the M&E (goal, baseline, timelines, frequency of measurements, responsible actors, required resources, etc.)	6 weeks after start date
3.	Provision of templates for the evaluation of targets – this should include guidance on data collection and supporting documentation	6 weeks after start date
4.	A Plan and report on the coordination and management of the M&E framework	8 weeks after start date
5.	Report on the implementation and execution of a monitoring exercise (Monitoring exercise should include the use of templates and other monitoring tools)	10 weeks after start date
6.	Report on the capacity building for project stakeholders in reporting on the status/progress of the relevant indicator	10 weeks after start date
7.	Report on the contribution to the sustainability plan	12 weeks after start date
8.	Report on activities executed through the M&E	12 weeks after start date

### 7.2 Project Schedule Amendment

CIMH reserves the right to amend and finalize time schedules in the best interest of the CIMH. The finalized project plan will form a part of the final contractual agreement.

### 7.3 Implementation Planning Team

Under the supervision of the Programme Manager and the Principal, the Bidder is expected to execute the scope of works as outlined in Section 3.1.1

## **8. Appendices**

Appendix A – Proposal Submission Form

Appendix B – Sample Agreement

Appendix C – Reference Form

Appendix D – Terms of Reference (TOR)