

Selection of Consultants

REQUEST FOR PROPOSAL (RFP)
CONSULTANCY SERVICES
FOR
IDENTIFICATION OF PROJECT OPPORTUNITIES
ON
SUSTAINABLE WATER MANAGEMENT AND INFRASTRUCTURE IN TURKEY

Reference No: CTR1104.C

AFD

December 2021

TERMS OF REFERENCE

1. PROJECT AND COUNTRY BACKGROUND

1.1. PROJECT BACKGROUND

The ever-increasing population and countries' aspiration for economic development result in significant elevated stress on our limited fresh water resources, especially in arid and semi-arid regions of the world, coupled with the impacts of climate change. The escalation of urbanization, loss of forests, increase in food production and energy demand increases the exposure of large parts of the populations to the risk of water insecurity. Notably, the Mediterranean region is one of the areas in the world that is most vulnerable to climate change as well as one of the most impacted by human water demand (Union for the Mediterranean, 2017). Turkey, already a water-stressed country, consumes 75% of its fresh water resources in the agriculture sector, followed by drinking water and industry by 15% and 11%, respectively.

To be increasingly sustainable and increase the shift towards a circular economy, water management needs to improve significantly not only in agriculture but also in all the other sectors. The EU Green Deal foresees significant transformations in how Europe manages and protects its water resources with an increasing trend in water harvesting and reuse. It zooms in into innovative solutions for water reuse in agriculture, industry and other processes and explores cost-effective and forward-looking good practices to tackle urban waste water, sewage sludge treatment and groundwater pollution (EU Commission 2019). Integrated Water Resources Management, which aims at reconciling multiple, competing uses for water, with legitimacy attained through public participation, and with coordination and technical competence assured through specialized basin entities or agencies where they exist, has become a key element for sustainable management of water resources, but often lack effective implementation and financing mechanisms in many countries. It is also a core condition to foster the development of ecosystem-based approaches for water management that promote the use of nature-based solutions to improve water provision, wastewater treatment and water-related risks management. Further, rivers and wetlands provide important environment that host a rich biodiversity; wetlands host 40% of the biodiversity on Earth while those areas and species are the ones that are exposed to the adverse impacts of drought and decreasing water quality.

In order to support global efforts of protecting biodiversity around the world, AFD has set the objective of stepping up its pro-biodiversity climate financing from 15% in 2018 to 30% by 2025-equivalent to € 1.8 billion in 2025). An increasing portion of climate and biodiversity projects will be sought in the sectors of agriculture as well as water and sanitation, live stock farming and marine areas.

To this end, AFD Turkey will certain analytical studies in order to generate knowledge to inform its internal mechanisms and to advise and engage with the Government of Turkey and other stakeholders such as the private sector on potential opportunities and options for further promoting sustainable development and biodiversity protection through its climate finance and biodiversity finance. Certain thematic areas are selected aiming at supporting policy formulation, implementation of good practices and acceleration of required investments in the fields of: (i) protected areas; (ii) sustainable agriculture and livestock farming; (iii) sustainable blue economy and conservation of marine biodiversity and; (iv) sustainable water management and infrastructure.

The proposed analytical work relates to the fourth thematic area- **sustainable water management and infrastructure**.

AFD Turkey is hiring a Consultant to prepare an analytical and strategic report, which identifies the needs and priority actions required by Turkey to further sustainable water management policies and practices that are also in convergence with the priorities of the EU and the UN policy framework.

The report will suggest AFD practical and prioritized areas for improvement and potential collaboration and help scaling up policy dialogue and strategic engagement with the stakeholders on the subject. Notably, the reports will form the basis for the dialogue with the key stakeholders through workshops and one-to-one meetings. The recommendations will be composed of, but, not limited to, opportunities for and barriers to formulate and implement robust policies and practices in the field; technical, financial and institutional gaps and needs, including the key aspects vis-à-vis the EU (i.e., the Green Deal) and UN policy framework; need for scientific research, capacity building, feasibility studies.

This is a lump-sum contract with duration of work for 6 months. The Consultancy expert team is expected to bring together international and local experts with proven expertise in the topics described in the document.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to provide a comprehensive gap analysis on the current situation regarding sustainable water management in Turkey and recommendations for improvement. The gap analysis will be based on (i) an assessment of existing key elements such as the policies, regulations, institutions and implementation; and, (ii) an assessment on the level of harmonization with and implementation of the international sustainable water management policy framework, especially that of the EU's.

AFD will use the gap analysis report to identify the potential areas for collaboration and to engage in a dialogue with the Turkish authorities towards developing a public policy loan, project financing and technical assistance programme on the theme in 2022. **Hence, it is expected that the report presents the current situation, gaps and opportunities in a practical manner, rather than academic.**

The main themes that the Consultant is expected to elaborate on are:

- National action on sustainable water management (i.e.; fresh water resources, wetlands, etc.) and infrastructure (i.e.; waste water treatment, irrigation) and gaps vis-à-vis the international and EU agenda
- Next steps that the EU is planning to undertake within the framework of the EU Directives, regulations and strategies from a perspective gaps and of implications for Turkey:
 - o EU Green Deal
 - o 2030 Biodiversity Strategy
 - o Farm to Fork Strategy
 - o Water Framework Directive and its regulations (Groundwater Directive, Environmental Quality Standards Directive, Floods Directive)
 - o EU Circular Economy Action Plan, Water Reuse Regulation
 - o Chemicals Strategy for Sustainability

- Others, i.e.; Water Reuse Regulation, Urban Waste Water Treatment Directive, Sewage Sludge Directive, Industrial Emissions Directive, Landfills Directive, Landfills Directive, etc.)
- Climate-smart management of water; adaptation to climate change and minimizing/avoiding impacts of climate change
- New concepts such as: “Multiple Waters”, “Digital Water” and “Hybrid Grey and Green Infrastructures”, smart Hybrid Grey-Green Infrastructures (HGGI) and Nature Based Solutions (NBS) combinations, circular economy approach
- Sustainable irrigation
- Infrastructure, i.e.; water transmission, waste water treatment
- Disaster risk reduction

The report will answer the following main questions below:

- What are the current policies and strategies to promote sustainable water management in Turkey? What is the legal and institutional framework? What are the main bottlenecks and gaps?
- What is the international policy context and Turkey’s engagement in the field, especially vis-à-vis UN and EU policy frameworks; i.e.; the EU Green Deal? How is the Green Deal perceived by the authorities and the private sector? Which actions and measures Turkey should undertake to minimize risks especially related to the EU Green Deal and other measures?
- Actions Turkey has already undertaken that are in convergence with the EU and international sustainability agenda.
- What is the situation about the government & non-government expenditure on sustainable water management? What is the **level of business/financial organizations’ knowledge and engagement** on the topic?
- Who are the other donors in the field? Which projects are in execution or have been executed recently and what are the main lessons learnt from past projects?
- In all the above questions, what are the climate, social and gender-related issues that could be addressed with significant synergies?

It is preferable that the analysis also reflects on the views of the key stakeholders such as the ministries and key experts from local governments, NGOs and academia as necessary. The final will report will include a list of stakeholders interviewed throughout the study as an annex.

3. **TASKS**

The consultant(s) will be expected to undertake the following tasks:

TASK 0. Methodology and Work Plan Meeting (kick-off)

A “**Methodology and Work Plan**” (hereinafter, Kick-off Meeting) with AFD to articulate the project tasks and work plan for the conduction of the activities. The meeting will serve as a basis for the Consultant and AFD to make preliminary decisions on several aspects of the assignment and to reiterate the roles and responsibilities, timeline and expected outcomes under this assignment. The meeting will also help the Consultant to clarify any questions based on the Consultant’s detailed review of the overall situation in Turkey.

This meeting will be carried out online. 2 weeks before the kick-off meeting, the Consultant will submit a draft agenda for the kick-off meeting and stakeholder meetings to AFD.

Besides extensive research on relevant topics, the Consultant is expected to hold stakeholder meetings via phone calls and one-to-one meetings (if possible) to provide an accurate and complete analysis throughout the assignment. **In the technical proposal, the Consultant will justify the stakeholders they would like to meet.** AFD might accompany the stakeholder meetings. Hence, stakeholder meetings should be organized in coordination with AFD.

The Consultant and the Agency will also agree on the matrix to prioritize the areas and topics that will constitute the main the focus of the remaining work. (Please, see TASK 1 below) **The Consultant will already propose a list of criteria in the Technical Proposal to facilitate decision-making by AFD while choosing the priority areas to be elaborated by the Consultant.** This list will be discussed and finalized during or shortly after the kick-off meeting in collaboration with AFD.

Task 1. Inception report and Decision on the Focus Areas

AFD recognizes that the topic is quite large with several critical sub-topics and the ambition to have a targeted analysis on all of them might result in a submission of a generic report which might not serve the main objective of study- understanding the current situation in Turkey and collaboration opportunities with the Turkish government.

In this respect, based on the “criteria matrix” agreed with the Agency during/after the kick-off meeting, the Consultant will carry out an analysis and offer the Agency the priority sub-topics which could be the focus of the analysis. The Consultant will elaborate on the assessment of the topics and the proposal of the priority list in the Inception Report.

During or shortly after the “Inception Report meeting”, the Agency and the Consultant will decide the topics to focus on to ensure that the analysis of the Consultant could deliver a comprehensive, yet targeted and analytical analysis on the topic.

Task 2: Lay out the current situation, institutional structures and policy-framework

The Consultant will start the work providing up-to-date information on the current situation of sustainable water management and infrastructure and its core elements in Turkey as mentioned, but, not limited to the list below:

- Relevant key policies and strategies, law and regulations
- Division of roles and responsibilities of the relevant authorities and general directorates; implication of various stakeholders as well as current management practices,
- Subventions provided in the field and their effectiveness
- Level of implementation
- Budget availability compared to assessed needs and impacts.

The work will present the existing framework in a concise and practical manner and will highlight any major recent changes as per the regulation. It is important that the strategies and targets of the authorities relevant to the issue are outlined clearly.

Under this Task, the Consultant will also lay out brief information on the projects carried out within the last 10 years or will be carried out by the government institutions & other stakeholders through the

national budget or funding from the international/intergovernmental donors and organizations such as EU funds (including recently announced IPA 3), World Bank, JICA, bilateral funds of the embassies, UN...etc.

The Task will also shed light upon the amount and areas of investment from national budget. Good practices and innovative projects carried out both by the government and other stakeholders (private sector, NGOs, universities, municipalities, etc.) in relation to sustainable water management in Turkey will also be brought forward.

Task 3. Presentation of the international strategies, policy frameworks and level of implementation/engagement for Turkey

3.1 EU Policy Framework

The EU has a very strong policy framework with several regulations.

Water Framework Directive and the regulations under it (i.e.; Groundwater Directive, Environmental Quality Standards Directive and Floods Directive) provide the main policy and implementation framework towards protecting inland surface waters, transitional, coastal and ground waters within the EU. The integrated river basin management plans are composed of programme and measures aimed at preventing deterioration of aquatic environment and ensure sustainable management of water resources. (To date, Turkey has completed 21 river basin management plans and 5 integrated river basin management plans. In this regard, Turkey has realized important steps towards harmonization.)

Further, the enforcement of the EU Green Deal and the Circular Economy Action the use, reuse and recycling of water is promoted where mapping of reclaimed water for agriculture and rainwater harvesting become part of the priorities.

Besides, Water Framework Directive, water reuse regulation, Nitrates Directive, Urban Wastewater Treatment Directive, Sewage Sludge Treatment, Industrial Emissions Directive and Landfills Directives are other relevant directives that aim at regulating water quality.

Turkey is a pre-accession country, an immediate neighbor and a big trade partner for the EU. Hence, harmonization momentum with the EU Directives should be maintained and the measures to engage 3rd countries with the implementation of the EU Green Deal is likely to pose implications for Turkey. And, Turkey should be ready to anticipate and to take action to comply with such measures or to minimize risks.

Under this Task, the Consultant will analyze the current and next steps to be undertaken under the EU water policy framework and provide a comprehensive insight about the economic and other implications for Turkey. The analysis will include the measures and actions Turkey might to address in the short to mid-term and the needs and gaps regarding those required steps.

Further, as mentioned-above, Turkey has been working towards harmonization of certain EU Directives into Turkish legislation. This Task will provide a detailed and up-to-date analysis on the level of harmonization, works and projects carried by Turkey. The Consultant will first provide any updates or changes in the EU Directives, highlight the EU targets and initiatives (including EU Directives related to protect soil, biodiversity, water and climate, and to promote circular economy, etc.), status of Turkey for harmonization as well as the level of implementation and bottlenecks. The

Consultant will also include any relevant aspect mentioned in the “EU Progress Reports of Turkey” for the past 5 years.

3.2 UN and International Policy Framework

The Consultant will also highlight Turkey’s actions and position regarding the relevant UN framework (FAO, UNCDB, etc.) and other international/ regional engagements to promote sustainable management of water.

Regarding the UN Framework, the UNCBD COP-15, which will take place in October 2021, is particularly important. The Consultant will closely follow the discussions, decisions and Turkey’s position vis-à-vis main issues and will include this information in the analysis with a view on Turkey’s needs and priorities to progress and preparations for hosting COP-16.

Task 4. Identification of issues, bottlenecks, gaps and opportunities for improvements

After laying out the current situation in Turkey and internationally, the Consultant will identify the needs, bottlenecks faced by Turkey in order to further the development and implementation of sustainable water management policies and the required investments both by public and private sector and emphasize the gaps vis-à-vis the EU/ UN agenda and strategies. This analysis will be carried out in a detailed manner and will clearly present the reasons and the background information towards better implementation and enforcement.

This part will form the basis to discuss the policy and project opportunities, hence, it needs to provide AFD with a comprehensive picture of each problematic together with the previous Tasks.

Task 5. Identification of stakeholders and meetings

This Task in fact is embedded into all Tasks as the Consultant is expected to undertake an extensive stakeholder review and consultation both in Turkey and internationally. Views of the EU and UN experts, civil society, international organizations, authorities...etc. will be gathered by the Consultant and will be reflected in the report in an analytical way. The aim of the stakeholder meetings is to enrich the analysis and go beyond the literature and provide up-to-date practical and multi-angle insight on the issues.

The report will also include a short list of Turkish experts and institutions (NGOs, academics, think-tanks...etc.) and the specific area of expertise which could be considered as working partners throughout the prospective collaboration in coming years.

Task 6. Proposal of actions for progress

This Task will lay out the actions that would help Turkey undertaking the necessary steps and actions to progress forward and improve the current situation, reach the targets, support the process of harmonization with the EU Directives and manage the potential risks (ie, due to EU Green Deal),

AFD will later on utilize the proposal of actions and the background information in order to engage the Turkish authorities in an informed and official dialogue towards developing a public policy loan or any other project finance opportunities including a technical cooperation programme on expanding sustainable water management in Turkey.

To this end, the proposal will list the areas that could be the subject of:

- new policy developments or updating policies and regulations,
- how to support Turkish authorities and other stakeholders with regard to achieving their targets and strategies,
- steps for better harmonization with the EU Directives and international agreements,
- structural and institutional improvements,
- areas with investment needs,
- needs for feasibilities and studies,
- areas of scientific collaboration,
- areas of potential collaboration that cut across improving socio-economic conditions for locals and livelihood of vulnerable population, i.e.;women, children, elderly,
- areas of interest and priority for both Turkey and France.

The Consultant will also analyze their expected impacts and the likelihood of their implementation (based on expected benefits, international peer pressure, local public opinion, market demand, etc, but also antagonistic factors : costs, groups adversely affected by the measures...) and propose a hierarchy of actions according to their impact/feasibility.

Task 7. Closure workshop(s), delivery of the final report and other outputs

The Consultant will present the findings of the work and the proposed actions for progress (TASK 5) to the AFD team before finalizing the main report. The draft report will be shared with the team at least 2 weeks before the workshop. The workshop will enable the Consultant and AFD team to discuss the findings and the prioritization of the proposed actions. The feedback gathered from the AFD will be incorporated in the final report. Depending on the occasion, AFD might consider inviting other stakeholders in this workshop or request organization of another similar workshop with the same aim.

The main and final delivery of the work will be a strategic analytical report, which will present all inputs as well as present stakeholders' views in a synthetic way. As the report will be utilized by AFD to engage in policy and project finance dialogue with the authorities, the expectation from that report that it suggests practical, ambitious yet realistic actions and areas.

The Consultant will also prepare a detailed executive summary of the report for public use and communication aims. AFD Turkey wishes to extend its outreach to relevant and key stakeholders based on the results of the report. And, certain communication activities, such as expert seminars, bilateral meetings between ministries would be organized. The Consultant will also prepare a presentation introducing the study and the results to be used during the meetings with stakeholders.

The main report will be prepared in English. Both the Executive summary and the presentation will be prepared in English and Turkish.

4. TARGET GROUP

The audience of this report is AFD, mainly, AFD Turkey Agency and AFD Department of Agriculture, Water and Biodiversity.

Further, while, the main report will remain confidential for AFD's own use, AFD Turkey plans to carry out communication activities around the results of the strategic thematic reports. Hence,

indirectly, the audience will be the Ministries, academics, NGOs, other international organizations and IFIs.

5. **METHODOLOGY**

In the Technical Proposal, the Consultant is expected to propose a robust methodology for conducting the activities tailored to Turkey considering national context and circumstances. The technical proposal should clearly state the expected limitations and provide robust justification for the limitation and offer solutions to handle them.

In order to execute the project in an efficient way, the Consultant is expected to form a leadership team for this project consisting of the team leader and the lead senior experts to ensure a sustainable and efficient team work. This leadership team is in principle present at the kick-off meeting and all meetings organized. The leadership team will distribute the tasks to the various senior and technical staff in line with the proposed work plan.

The proposed methodology shall also discuss the risks that the Consultant and AFD could face throughout the project related to project implementation and suggest measures in order to manage them effectively.

The table below could be used by the Consultant to identify the risks and preventive measures.

Risk	Impact on successful delivery (High/Medium/Low)	How to manage the risk (Please, specify expectations from AFD as well)
<i>Example:</i>	<i>H</i>	

The Technical Proposal of the Consultant should also clearly include the information below:

- Deliverables under each Task;
- Responsibilities of the Consultant and the expected actions by AFD under each Task;
- Work plan with time schedule and number of days each team member is expected to work under each corresponding activity;
- Organizational structure of the consortium – if relevant;

- Roles and responsibilities of each member corresponding to each Task/ Activity, and, in particular, experts to physically attend the meetings and workshops in Turkey.

6. TIME-FRAME OF WORK

This is a lump-sum contract. The duration of the assignment will be 6 months to include the results of UNCBD COP-15 and implications for Turkey upon the signature of the Contract. **All deliverables and translations will be submitted to AFD after careful proof-reading.**

Contract Start Date: January 15th, 2022

Contract Completion Date: July 15th, 2022

7. DELIVERABLES AND REPORTING

The milestones to be achieved and corresponding schedule is expected to be included in the Technical Proposal which will be subject to negotiation with AFD if the Consultant wishes to propose a different timeline. The milestones and expected delivery dates are shared in the table below.

The Consultant, in the Technical Proposal, is required to base its work plan on the above delivery schedule and milestones. Any suggestion for revision should be justified.

Milestone activity	Expected Delivery Date (following the signature day of the contract)
TASK 0. Methodology and Work Plan Meeting (kick-off)	
<i>Submission of draft agenda</i>	Day 5
<i>Kick-off meeting</i>	Day 10
<i>Minutes of meeting</i>	Day 15
<u>Task 1. Inception report and Decision on the Priority Areas</u>	

<i>Draft inception report</i>	Day 40
<i>Inception Report meeting</i>	Day 45
<i>Final Inception Report</i>	Day 60
Task 2: Lay out the current situation, institutional structures and policy-framework	
<i>Draft Chapter</i>	Day 90
<i>Final Chapter</i>	Day 105
Task 3. Presentation of the international strategies and policy framework	
Task 3.1 EU Framework Task 3.2 UN Framework	
<i>Draft Chapter</i>	Day 90
<i>Final Chapter</i> <i>(with an analysis on the results of the UNCDB COP-15 relative to sustainable water mgt)</i>	Day 105
<u>Task 4. Identification of issues, bottlenecks, gaps</u>	
<i>Draft Chapter</i>	Day 120
<i>Final Chapter</i>	Day 135
<u>Task 5. Identification of stakeholders and meetings</u>	Throughout the assignment
<u>Task 6. Proposal of actions for progress</u>	

<i>Draft Chapter</i>	Day 150
<i>Final Chapter</i>	Day 175
<u>Task 7. Closure workshop, delivery of the final report and other outputs</u>	

<i>Draft report</i>	Day 150
<i>Closure Workshop</i>	Day 160
<i>Final report</i>	Day 175
<i>Executive summary and presentation in English</i>	Day 180
<i>Translation and proof-reading of executive summary and presentation in Turkish</i>	Day 180

8. **BUDGET**

This is a lump-sum contract with a budget available for **€90.000 (ninety thousand euros) maximum including all taxes and VAT (if applicable).**

9. **OTHER INFORMATION, ORGANIZATION AND LOGISTICS**

- The assignment starts immediately following the signing of the contract.
- Local Project Leader and AFD focal point will carry out project meetings over the phone every week. Other project staff might also participate as necessary.
- Any costs related to translation will be borne by the Consultant throughout the assignment. **Due to the international nature of the work with a high-level of interaction at the local level, it is recommended to take potential translation and communication needs and certain amount of contingency into account to deliver the project successfully. Careful and detailed proof-reading of the translated documents should not be underestimated.**
- Any logistical for meetings, travel, etc. cost will be included in the project budget.
- The final report will be submitted in English. The Executed summary and the final presentation will be submitted both Turkish and English.

10. **REQUIRED CONSULTANT QUALIFICATIONS**

To perform the required tasks described on this ToRs, the Consultant organization should have:

- Proven expertise in the field of sustainable water management and infrastructure, sustainable agriculture, environmental management and policy; and, strong grasp of barriers, needs and gaps for implementation in developing countries;
- Expertise in the design of policies and strategies working with the government institutions; Expertise in the implementation of measures;
- Demonstrated contact with the Turkish authorities and other relevant local and international stakeholders;
- Knowledge on how to effectively communicate on the topic;
- Proven knowledge of and experience in Turkey's sustainable water management policy context is must for local senior expert(s);
- Local senior expert(s) in Turkey who has extensive experience to undertake the elaboration of local policies, strategies and maintain contact with local stakeholders; and, who has proven experience in delivering analytical reports (not only academic, but, mostly practical);
- Qualified team to deliver the outputs;

In the technical proposal, the Consultant will include a table matching required expertise with the suggested team members and highlight the relevant expertise in the CVs. The Consultant will justify the number of staff proposed to successfully deliver the project.

Qualifications of Key Staff

The CVs of the proposed experts should demonstrate **relevant experience** as per this TOR. The technical proposal shall include the references (name, institution, phone number and email addresses) regarding workshops and trainings provided) for each team member, especially, with central governments and industry.

Local Project leader

- A Project Leader with minimum 8 years of experience to act as a liaison and Team Leader with advanced academic degree and with relevant publications in sustainable water management and infrastructure;
- Proven experience in consulting governments and other institutions, such as IFIs, EU, UN, in formulating or updating policies and implementation of measures on the topic;
- Excellent knowledge of UN and EU sustainable water management policy context and background;
- Proven experience on cross-cutting issues such as soil and water protection and management, biodiversity, climate, social and gender issues is a plus;
- Track record of executing similar projects and other projects funded by governments and other institutions;
- Excellent command of oral and written English, and, Turkish;
- Minimum master degree or above in relevant field

The Local Team Leader is expected to be responsible from the overall management of the assignment and delivery of the outputs with the highest quality.

Expert(s) on international analysis

- Minimum 5 years of experience with advanced academic degree;
- Excellent knowledge of UN and EU sustainable water management policy context and background;
- Proven experience in consulting governments and other institutions, such as IFIs, EU, UN, in formulating or updating policies and implementation of measures on the topic;
- Proven experience on cross-cutting issues such as soil and water protection and management, biodiversity, climate, social and gender issues is a plus;
- Track record of executing similar projects and other projects funded by governments and other institutions;
- Excellent command of oral and written English;
- Minimum master degree or above in relevant field.

Technical experts

- With a minimum of 3-5 years of experience in the field;
- Demonstrated project experience in advising policymaking and implementation of sustainable agriculture.
- Experience in consulting public sector in the field;
- Excellent command of oral and written English,
- Minimum university degree or above in relevant field;
- Proof of effective and successful delivery of trainings and workshops, especially, for central governments.

CVs of the suggested staff should be tailored to demonstrate the required background and expertise relevant to the assignment. Hence, staff CVs are expected to bring forward carbon leakage related experience with detailed information on the specific role of each staff.

11. SELECTION CRITERIA

The technical evaluation of proposals will be based on the following criteria:

CRITERIA	WEIGHTING (%)
Proposed work plan, methodology and approach	40%
<i>Technical Approach and Methodology</i>	20%
<i>Work Plan</i>	10%
<i>Organization and Staffing</i>	10%
Suitability of the proposed CVs to deliver the assignment successfully	40%
<i>Project leader</i>	15%
<i>Senior experts</i>	13%
<i>Technical experts</i>	12%
Financial proposal	20%

12. SPECIAL TERMS OF CONDITIONS

The contents of materials obtained and used in this assignment may not be disclosed to any third party without the expressed advance written authorization of AFD. Consultant together with its employees and experts will be subject to a confidentiality agreement that will outline restriction of information and data gained throughout the assignment with other or third parties.