TERMS OF REFERENCES

SOS Guinea Bissau, National Office
Department for National Coordination of Family Strengthening Programmes
Rua D. Settimio Ferrazetta (Estrada da Granja do Pessubé)
BP. 696-Bissau, Guiné-Bissau

FEASIBILITY STUDY FOR THE ELABORATION OF THE PROJECT
“WOMEN’S EMPOWERMENT IN GABÚ II”
1. STUDY BACKGROUND

Hermann-Gmeiner Fonds Deutschland (HGFD) and SOS Children's Villages Guinea Bissau (SOS Guinea Bissau) agreed upon the development of a joint application to the German Federal Ministry for economic cooperation and development (BMZ) for public funding of a project with focus on empowerment of vulnerable families, headed by women, as a way to improve children's lives.

The proposed project by SOS Guinea Bissau and HGFD to be presented to BMZ for funding aims at empowering women in Gabu II. The project will benefit 150 vulnerable women/girls from the 7 selected communities in the administrative region of Gabu (Sintchan Djulde, Missira, Nema II, Sintchan Seco, Engenharia, Leiballa and Cataba Alfa), all located within a maximum radius of 5 kilometres from VESOS Gabu. It will also benefit their 400 children aged 0-18 years and 150 husbands respectively, 15 staff from the Regional Health Directorate, Regional Education Directorate, Local Police, Court and Access to Justice Center/CAJ, 14 community volunteers, 7 good neighbours or trusted persons of the women who are part of the community support structures, 7 ex-female genital mutilators, 350 women members of the 14 Community Savings and Credit Groups/GVEC (2 groups of 25 members per community each) and 45,000 people (about 20% of Gabu’s population), through mass awareness activities, radio broadcasts and debates, literacy courses, training activities, community sessions on abandoning Female Genital Mutilation/FGM practices, Redevelopment of the regional network for the protection of women, girls and children; etc. As for the indirect final beneficiaries, the creation of a regional network of actors, its reinforcement and awareness-raising, will allow us to benefit all 205,608 inhabitants of the administrative region of Gabu.

The purpose of a feasibility study is to provide a sound basis for developing a project concept, by identifying project preconditions, opportunities and risks. This entails in particular an assessment of the feasibility of a project and a systematic review of the extent to which the project approach can plausibly achieve the planned changes under the existing conditions. This enhances project effectiveness and helps avoid bad investment decisions from the start.

2. INTRODUCTION

The mission of SOS Children’s Villages International (SOS VE) is to rebuild families around needy and vulnerable children, help them shape their futures and participate in the development of their communities. As the world’s first apolitical child protection organization, SOS VE offers an effective alternative to placing children in foster structures or foster care, through Family Care (FCS) and Family Strengthening (FS) programs. Existing in 135 countries around the world, SOS VE International also supports educational programs and medical centres and is actively involved in the areas of child protection and child rights.

These programs and their maintenance require significant national and international funding. In this framework, Hermann-Gmeiner Fonds Deutschland (HGFD) and SOS Children’s Villages Guinea Bissau (SOS Guinea Bissau) have agreed to develop a joint proposal (project) to the German Federal Ministry...
for Economic Cooperation and Development (BMZ) for public funding of a project focusing on the empowerment of vulnerable families, led by women, as a way to improve the lives of children.

The project proposed by SOS Children's Villages Guinea Bissau and HGFD to be submitted to BMZ for funding aims to contribute to the promotion of women's rights and their empowerment in Guinea-Bissau through the adoption of gender-sensitive attitudes and socio-cultural norms, the improvement of care for survivors of different types of gender-based violence, and the strengthening of coordination at regional and national levels. It has the following specific objectives: (i) Support the involvement of men, women, youth and children (girls and boys) as well as communities in transforming social and cultural norms unfavourable to gender equality and promote the fight against GBV; (ii) Strengthen the empowerment and resilience capacities of 150 women GBV survivors and their 400 children in the seven communities of Gabú through GBV alert, prevention and response; (iii) Strengthen the effectiveness of regional and national coordination to enable actors involved in the fight against GBV to implement GBV prevention and response strategies by 2024.

3. OBJECT OF THE STUDY

The feasibility study is to be carried out in the administrative region of Gabu, providing SOS Guinea Bissau with a basis for deciding what type of interventions, services, and activities are considered feasible under the planned project to meet the best interests of the target group. The overall objective of this study is to analyse the feasibility of the proposed project and recommend the type of relevant interventions, services and activities to address issues related to safeguarding fundamental child rights through socio-economic empowerment of vulnerable female-led households as a way to improve children's lives effectively and sustainably. This covers, among others:

- Analysis of the socio-economic and cultural situation of the target group in the Gabu administrative region, including the collection of relevant baseline data;
- Analysis of the context at the micro and macro levels of the situation of safeguarding the fundamental rights of children, women as well as the vulnerable families’ situation (education, unemployment, poverty, access to basic public services, etc.);
- Analysis of gaps in current responses and the implementation of the current policy framework, standards, guidelines;
- Analysis of the network of CBO's and available partners, mapping the stakeholders;
- Identification of synergies with similar projects, interventions and initiatives at local, national or regional levels;
- Evaluation of the draft proposal and possible interventions against DAC criteria
- Risk analysis and risk mitigation.

4. ISSUES TO BE STUDIED

The study will assess the following issues and provide information and analysis on the relevance, feasibility and sustainability of the proposed project:

a) The relevance of the project intervention and its compliance and consistency with the overall national/regional development objectives specified in government laws/regulations and programs related to this matter, and the compatibility and complementarity of this project with other relevant projects.

The consultant will conduct:
• Target group analysis, i.e., to see if the identified children have lost parental care or are at risk of losing parental care and are living in difficult conditions or inadequate care in female-led households;
• The nature, number, and type of (in)direct beneficiaries that the proposed project could potentially reach; including self-help efforts among CBOs, and mechanisms for responding to the needs of the target group (if applicable);
• Assessment of how the proposed project will respond to the demands expressed by relevant stakeholders and the target group;
• Legislation covering gender equality, women’s empowerment, child rights and family social protection (national and international standards/procedures, as well as a brief analysis of implementation/enforcement) and existing local or national strategies for family empowerment and child protection
• Assessment of how the proposed project is consistent with the overall framework of national development objectives and the development policies of the relevant ministries of the Government of Guinea Bissau;
• All organizations and agencies affected by or involved in the proposed project and the intended improvement of the situation, including an assessment of their capacities, current local response and services provided to meet the needs of the target group.
• Identification of the stakeholders best placed as an implementing partner (include stakeholder analysis);
• Interaction with other ministries, agency and donor interventions that may affect or be affected by the proposed project (including identification of challenges, the potential for cooperation and use of synergies);
• Risks related to the proposed project (economic, political, environmental, cultural, security, etc.), including mitigating measures to reduce the effect or likelihood of these risks;
• Information from previous studies and evaluations relevant to the proposed project (if any).
• Quality/Effectiveness of services provided by SOS and potential to diversify and expand them;
• Alignment of the services provided by SOS with National Legislation;
• The level of recognition and acceptance of SOS CV in Gabú in potential project intervention communities (to ensure sustainability, if possible)
• CBOs, NGOs active in income generation and women’s empowerment / Gender Equality activities for the benefit of the targeted families; Assessment of their capacities and capacity building needs (potential project activity);
• Child rights and existing child protection mechanisms/structures, their capacities, limitations and potentials;

b) **The feasibility of the proposed project** according to the economic, social and institutional framework, as well as political, environmental and socio-cultural aspects. The consultant will prepare a recommendation for the project to be structured as follows:

• **Overall objective**: Why is this project important for the target group and beneficiaries, the localities of intervention and the government? What is the desired social development/impact to be aimed for by the project?
• **Project objective**: Why do the target groups and beneficiaries need the project?
• **Project results**: what products and services the project will provide to the target groups and beneficiaries? What are the assumptions required to achieve the project objectives?
• **Project Activities**: What is the scope of the activities to be carried out; what are the associated assumptions to achieve the project results?

The feasibility analysis will be carried out based on the Development Assistance Committee (DAC) and Organisation for Economic Cooperation and Development (OECD) criteria on
Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability. The purpose and results of the project should be measurable through objectively verifiable indicators, and project activities should be quantified wherever possible. Furthermore, relevant baseline data for target indicators should be collected.

The consultant should also study the feasibility of networking, i.e., analysis of the network coordination system (trends and challenges of networking in the project intervention sites).

c) **Sustainability of project results** is determined, after completion, by an assessment of the following key sustainability factors: ownership by beneficiaries, political support, the potential for adoption by government agencies or partner organizations, economic and financial factors, socio-cultural aspects, gender, appropriate technology, environmental aspects, and institutional and management capacity.

d) **A preliminary indication of the viability of the proposed project** considering the established preconditions

5. **WORK PLAN**

On the basis of the proposed time schedule outlined in the Terms of Reference, the consultants will prepare a work plan for the study and include this in their offer, and report on the approach taken in the study. The work plan should set out the consultants’ approach to the following activities:

- Fact finding/data collection/surveys;
- Workshops including a formulation workshop with staff members of SOS Guinea Bissau and ideally representatives of project partners and beneficiaries, focus groups, consultations and other means of ensuring local participation;
- Identification of possible options for the proposed project;
- Consultation meetings with stakeholders and decision makers to identify the preferred option;
- Preparation of the draft and final feasibility study report (see Appendix I).

6. **METHODS FOR GATHERING THE NECESSARY INFORMATION**

- A review of existing laws, policies, strategies, statistics and reports related to the situation of children without adequate parental care and the others in female headed households, as well as vulnerable families in Gabu.
- Interviews, focus group discussions and/or questionnaires with national/local authorities/institutions, public institutions and organizations dealing with the vulnerable families and children in risk situation. As an input to the study, authorities should state their expectations towards SOS Guinea Bissau and outline potential modes of collaboration and public funding for a project. Interviews, focus groups, and/or questionnaires with representatives of main non-governmental organizations that are active in the field of child protection and family empowerment.
- If possible, interviews or focus groups with description of vulnerable families and children;

7. **EXPERTISE REQUIRED**

The person(s) (individual or collective) carrying out this study should have a thorough understanding of the national social sector (especially the child and family subsectors), the main public and private actors and local context in terms of the main issues affecting vulnerable families (unemployment, poverty, access to the basic public services, family structure, alcoholism, drug abuse, GBV) and children in risk situation (child begging, child abuse, child labour and etc.), as well as the public policies and measures regarding child protection and family empowerment.
The consultant(s) should have proven competence and experience in conducting social research. A social science background, e.g., higher education in social work, psychology, social-pedagogy, community development, law is of advantage. Precondition for the involvement of an external expert is that he/she interviews key SOS programme staff for better understanding of SOS programmes and policies. It is mandatory to ensure that the interests and approaches of the organization are well represented. SOS staff has to be involved in working out the conclusions and developing recommendations. The person(s) carrying out this study must be well acquainted with the core SOS policy documents, especially the ones related to child protection. The report must be written in English, so the person must also be proficient in English (oral and written).

8. REPORTING

The study’s conclusions should be presented in the feasibility study report (min 25 pages, max. 30 pages) in the format specified below, with the underlying analysis included in the appendices. The final report will be in English. The timeline for e.g. methodology development, data collection and report submission is outlined in the below time schedule.

9. TIME SCHEDULE

<table>
<thead>
<tr>
<th>Evaluation Phase</th>
<th>Tasks</th>
<th>Timeline/Deadline</th>
<th>Key Person(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Methodology and tool development</td>
<td>Agreement on the work plan</td>
<td>14 – 15.12.2021</td>
<td>SOS Guinea Bissau/ Consultants</td>
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<tr>
<td></td>
<td>Developing first draft of tools</td>
<td>16–17.12.2021</td>
<td>Consultants</td>
</tr>
<tr>
<td></td>
<td>Feedback on drafted tools</td>
<td>18 – 21.12.2021</td>
<td>SOS Guinea Bissau</td>
</tr>
<tr>
<td></td>
<td>Providing revised draft of tools</td>
<td>28 – 29.12.2021</td>
<td>Consultants</td>
</tr>
<tr>
<td>2. Data collection</td>
<td>Fieldwork and data collection</td>
<td>03 – 17.01.2022</td>
<td>Consultants</td>
</tr>
<tr>
<td>3. Feasibility study report</td>
<td>Developing first draft of report in English</td>
<td>18 – 25.01.2022</td>
<td>Consultants</td>
</tr>
<tr>
<td></td>
<td>Feedback on draft report</td>
<td>26 – 27.01.2021</td>
<td>SOS Guinea Bissau</td>
</tr>
<tr>
<td></td>
<td>Delivering final draft of report (min. 25,</td>
<td>28 – 29.01.2022</td>
<td>Consultants</td>
</tr>
<tr>
<td></td>
<td>max. 30 pages, excluding annexes)</td>
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<tr>
<td></td>
<td>Submitting final report</td>
<td>02.02.2022</td>
<td>Consultants</td>
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</tbody>
</table>

The consultants shall include the timetable in their offer, indicating whether and how they can adhere to or improve on it.

10. ASSISTANCE TO THE CONSULTANTS BY THE CONTRACTING AUTHORITY

The Contracting Authority (SOS Guinea Bissau) will make available the following information and facilities to the consultants’ staff:
- all relevant reports, documents, maps, data (e.g., national strategy/policy papers, background papers, literature references, documents from previous projects, methodological guidelines if applicable, structuring points)
- where available, office space, furniture, and access to computers and communication facilities;
- where available, the use of vehicles and drivers;
- counterpart staff.

11. APPLICATION DOCUMENTS

Application for the feasibility study should contain the following information:
- Name and contact details of an individual expert(s) and description of previous evaluation experiences;
• Introduction;
• Feasibility study objectives;
• Description of the methodology (including the target groups; description of quantitative and qualitative research methods that will be used; description of sampling and size of sample etc.);
• Proposal of how the project team will be involved in the study;
• Description of Product(s) (deliverables);
• Time schedule of activities (a time schedule should be prepared for each element of the work plan and of the reporting requirements);
• Composition of research team (for each expert proposed, a curriculum vitae, should be submitted along with the proposal.);
• Costs.

Applications should be based on these Terms of Reference and sent to SOS Guinea Bissau through the email address: recruitamento.nogw@sosbissau.org CC to Elber.Nosolini@sosbissau.org and domingo.francisco@sosbissau.org, or submitted through enclosed envelopes to the National Office of SOS Guinea Bissau no later than December 12th, 2021 at 4 pm Bissau time. For more information the applicants can contact via the following phone number: (+245) 956421453.

APPENDIX I: STANDARD REPORTING FORMAT FOR A FEASIBILITY STUDY

Maximum length excluding appendices: 30 pages.
The report must be structured using the headings (chapters, sections and subsections) given below. Under each heading, a list of key words and explanatory notes is given to indicate the topics to be handled in that part of the report. It is essential, therefore, to use these guidelines to gain a full understanding of the reporting requirements.

1 Executive Summary
Summary of all main findings of the study and relevant recommendations

2 Background
Short description of the background of the study
• What is the purpose of the study?
• Who are the users of the study?
• How and by who was the project idea developed?

3 Methodology
Short description of the process being followed to conduct the feasibility study, including description of methods applied, stakeholders being consulted and interviewed, available documents and/or studies being reviewed – please include the list of the documents being reviewed in an annex and provide relevant links if they are available on internet;

4 Context and problem analysis (at macro and micro level)

4.1 Situation in the sector/ region/ country
• What is the (current) situation in the sector/region/country? What is the socioeconomic, political and cultural context?

4.2 Project problem and causes
• What problems have been identified? What are their causes? What national policies/ strategies are affecting the problem? What international agreements which the country has
signed relate to the problem? What other policies and legal aspects are linked to the problem addressed by the project? What is the role of the identified problems within the institutional and administrative setting and how are these problems linked to other sectors in the national and local economies? What institutional arrangements and coordination mechanism in relation to the identified problems are in place?

4.3 Impact on target group(s)
- What is the impact of the identified problems on the living conditions of target groups? Which target groups? What are the main challenges related to the identified problems in the project location? What are the main risk factors to the target group? What are the negative consequences? What harmful and non-harmful cultural practices are in place in relation to the identified problems?

4.4 Needs analysis
- What needs have been identified based on the problem analysis?
- How were these needs identified (or how will they be identified)? What is the current local response to addressing the identified problems in relation to the target group (existing governmental and non-governmental interventions and services)? What are the roles of involved actors and how are they cooperating? Are professionals trained and know how to respond to the identified problems? What are their main challenges and needs? What are strengths and weaknesses of the current response? What are the unmet needs of the target group? What is the demand for services in the area?

4.5 Background to planned project?
What is the background of, and what has led to, the planned project and its intervention logic? Who proposed the initial project idea?

4.6 Obstacles and risks to project approach
- What are the socio-cultural obstacles to the approach and how can they be overcome?
- What other risks have been identified and how can they be addressed?

4.7 Alternative approaches
Are there any alternatives to the planned project or any of its components?

5 Local project implementing organisation(s)
- What local organisations / institutions can be considered as suitable implementation agencies/ partners and why? What skills and experience (institutional, technical, personnel, financial capacities) do they have and what capacities that are relevant for the project are missing?
- What measures (if any?) are needed to strengthen the local partners’ organisation and capacity?
- What is the self-interest / ownership of the local implementing agency and partners in the success of the project? To what extent are they committed to making the project a success?
- How do the local implementing agency and partners relate to the target group and the participants (legitimacy)? Are there any overlaps or conflicts of interest? How can the interaction and coordination be improved?

6 Target group & stakeholder analysis (at micro, meso and macro level)
6.1 Target group
- Who is the target group? Are there possibly different target groups on several levels? Are there direct and indirect target groups? What are the criteria for selecting target groups? How are do-no-harm aspects considered?
- What is the composition of the respective target groups? How homogeneous or heterogeneous are the target groups in terms of gender, ethnicity, age, sexual orientation, language, capacity, etc., and how will the project need to respond to this?
- What specific needs does the target group have and how can they be addressed?
- What role does the target group/groups play in the broader social context? What conflicts of interest could arise between the target group and other non-target groups as a result of support provided through the project?
- What is the potential of the target group(s), especially in terms of ownership, self-help efforts and local problem-solving capacities? How can this potential be strengthened?

6.2 Stakeholders
- Who are important state- and non-state actors stakeholders (e.g. governmental, non-governmental, individuals, groups of interests) in this sector and beyond at the project location, in the planned project region, in the project country?
- What are their goals, interests, capacities, concerns and limitations? Are there any visible conflicts of interest? What interdependencies are to be expected between the project and other interventions/ projects supported by the respective actors? How will this be taken into account in the project concept?
- Do the actors share a common understanding of the problem(s) and of the project objectives derived from them?
- How strong is the support of the various actors for the project? How can they influence the project? Have the actors already entered into agreements?

7. Assessment of the planned project based on OECD/ DAC criteria

7.1 Relevance: To what extent are the planned project activities appropriate for addressing the problem?
- Does the planned project approach address a key development problem or constraint in the partner country or region?
- Is the approach of the planned project in line with the needs of the target groups?
- What specific changes are planned to be accomplished after completion of the project?
- To what extent is the proposed project coherent with the overall framework of national development objectives and development policies of relevant ministries of the Government of Guinea Bissau.

7.2 Coherence - How well does the intervention fit?
- How coherent are the planned activities with human rights principles (inclusion, participation), conventions and relevant standards/guidelines?
- To what extent are there synergies and links between the planned project and other interventions by the same actor (organisation) and other actors?
- What similarities or overlaps are there between the target groups and the projects of other actors in the same context? To what extent does the intervention create added value and is duplication avoided?

7.3 Effectiveness: What is the most suitable approach to achieving the objectives?
• How does the planned project contribute to the strategies and programmes of state or other actors presented in the context analysis? How does it distinguish itself from them?
• Are the planned measures and the chosen methodology suitable for achieving the project objective? What activities at meso and/or macro level (multi-level approach) should be planned to increase the project’s sustainability?
• Will synergies with interventions supported by other donors or programmes be used?
• What additional measures does the study recommend for achieving the objectives?
• What intervention logic/impact hypothesis should be used as a basis for the project? What could a meaningful impact matrix including suitable, meaningful indicators look like (please provide details in section “8. Recommendations” including indicators and baseline data)?
• Who checks the effects, when and at what intervals (impact monitoring)?
• What measures should the project adopt to avoid potential negative effects, e.g. conflicts (Do-No-Harm-approach)?

7.4 Efficiency: Can the objectives be economically achieved by the planned project?
• What financial, institutional and human resources will be needed?
• To what extent will it be possible to implement the planned measures be implemented within the allocated time and resources? Will it be possible to achieve the desired impact, and will all that be possible in an economical and efficient manner (cost/benefit ratio)? What is the basis for this assessment?

7.5 Significance/overarching developmental impact: To what extent will the project help achieve broader developmental impacts?
• What objectives and impacts derived from the problem/need analysis are to be achieved and for what target group?
• To what extent will the project have a structural impact, to what extent can it serve as a model, and to what extent will it have a broad-based impact? Would it be advisable to pursue a multi-level approach (micro-, meso-, macro-level) in order to increase significance and effectiveness?
• To what extent have aspects of gender-sensitivity, inclusion of persons with disabilities, culture sensitivity and conflict-sensitivity and human rights been incorporated in the project objectives?

7.6 Sustainability: To what extent will the positive impact last after the project has been completed (without further external funding)?
• How can sustainability of results and impacts be ensured and reinforced (in institutional, economic, social and environmental terms)?
• What are the roles and responsibilities of governmental and/or civil society institutions? To what extent will the project be able to build on local potentials institutions and procedures? Which measures and instruments are best suited to harness and strengthen local ownership and initiative, participation and capacity?
• What are the socio-cultural obstacles to the approach and how can they be overcome?
• What negative consequences and impacts might result from project implementation? To what extent will it be possible to consider and address these risks in the project (concept) (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?
• What risks, which also affect the project’s sustainability, are involved in project implementation (personal risks for those implementing the project, institutional and reputational risks, contextual risks) and how can they be minimised?
8 Recommendations
This section outlines the recommendations for the project proposal. Reasons why certain interventions and activities are being proposed should be properly explained. Indicators for various results levels and baseline data shall be included.

- Based on the main findings of the thematic areas (sections 4-6) and the evaluation according to the DAC criteria (section 7), what concrete proposals can be made for the project concept in the specific context?
- What components are missing in the project concept to achieve the planned goals in a sustainable manner?
- What planned components are rather not suitable for what reasons?
- Do the assumptions and impacts on which the project concept is based appear plausible and viable for the project concept? How would they have to be adjusted, if required?
- What fields of observation are suitable for the development of qualitative and quantitative indicators that reflect the changes for the target group in a SMART (specific, measurable, achievable, realistic, time-bound) way? What findings and baseline data from the study are recommended as a basis for incorporating them into the project logic (impact matrix)?

8.1 What intervention logic is recommended – please include impact, outcome, outputs, project activities and project indicators as listed below?

8.1.1 Impact
Why is the project important to the target groups, beneficiaries and Government?
What are the long-term benefits of the project for the target group/s?

8.1.2 Outcome
How are the capacities created by the project (structures, products, goods, services or capabilities) used by the target group?

8.1.3 Outputs
Which capacities (structures, products, goods, services or capabilities) are developed/strengthened by the project in the target group?

8.1.4 Project activities
What are the activities that will be carried out?

8.1.5 Project indicators
What indicators can help to measures results? What baseline data from the study should be included?

9 Assumptions and risks

9.1 Assumptions at different levels (activities, results, purpose levels)
What external conditions are required to enable the implementation/achievement of project activities, results and purpose?

9.2 Risks and flexibility
To what extent can the project respond to changes in crucial assumptions that could jeopardise the project’s success? To what extent have these risks been taken into account.

10 Implementation
Please outline requirements for implementation of the proposed project intervention related to:

10.1 Physical and non-physical means
(e.g. physical works, equipment, supervision, technical assistance, policy or technical studies, monitoring and evaluation)

10.2 Time schedule
Expected project duration and phasing.

10.3 Cost estimate and financing plan
Preliminary costs by component and input, in EUR and local currency, indicating the financing source where possible.

Technical appendices to the feasibility report
Map of the project area.
Data from the past three years in location (if available) (Table 1)
Other technical appendices, if any.
Terms of Reference.

Administrative appendices to the feasibility report
Study methodology and instruments / work plan
Consultants’ itinerary
List of persons/organisations consulted
Literature and documentation consulted
Curricula vitae of the consultants

9. PROPOSALS EVALUATION

As Technical proposals received will be evaluated and scored based on the criteria specified below. The technical evaluation may also include interviews. It will be included in the final scoring of the proposals, the interview results. The ranking of the offers consequently will be adjusted according to these results.

Evaluation criteria and the scoring system:
Consultant references: 30 points;
Understanding of ToR and proposed methodology: 30 points
Experience: 40 points
Each compatible proposal will receive a technical score. A proposal will be rejected at this stage if it does not reach the minimum technical score of 70 out of 100 points
Technical proposals with a minimum of 70 will have their financial offers evaluated.

The Financial Proposals:
The total amount of points awarded for the price component is 50 values. It will be awarded the maximum number of points to the lowest-priced proposal; this will be compared to all consultants that achieved the minimum threshold of 70 points in the technical proposal evaluation. All other price proposals will receive points in inverse proportion to the lowest price; for example:

Score of the Financial proposal:

\[
X = \frac{(\text{Highest score for offer price}) \times (\text{Lowest price})}{\text{Offer Price}}
\]