

Section II

Schedule of Requirements

Request for Proposal

Provision of services for the Waste Pickers` Livelihood Protection in Serbia

e-Sourcing reference: RFP/2024/51469

UNOPS RSMCO reference: UNOPS-PRO-2024-S-008

TERMS OF REFERENCE

Provision of Service for the Waste Pickers` Livelihood Protection

1. The Background

The Joint UN Programme "PRO - Local Governance for People and Nature" contributes to improving the quality of life of citizens through the improvement of local governance, social inclusion and environmental protection in 110 cities and municipalities throughout Serbia. The Programme is jointly implemented by the United Nations Agencies in Serbia - UNOPS, UNICEF, UNFPA and UNEP, in cooperation with the Government of Serbia, and with the financial support of the Government of Switzerland, in the period from 1 January 2023 to 31 December 2026.

To achieve the Programme's Objective, the intervention will focus on three key Pillars and Outcomes:

1. Pillar Good Governance, Outcome 1: LGs improve capacities and apply good governance principles in practice;
2. Pillar Social Inclusion, Outcome 2: LGs and other relevant local actors improve capacities and develop evidence-based local social protection policies;
3. Pillar Environmental Governance, Outcome 3: LGs improve capacities and apply environmental governance processes in practice.

The key stakeholders at the local level are also direct users of support: local governments (cities and municipalities), including their administrations/staff, other relevant local organisations and institutions (Centres for Social Work - CSWs, Primary Health Centres - PHCs, pre-school institutions and schools), and local Civil Society Organisations (CSOs). The final users of support will be the citizens from participating LGs, especially those from left behind groups, with a focus on people with disabilities, Roma, children and families, youth and older people. The support will be provided to a certain number of informal waste pickers as well.

All Programme activities will be undertaken in partnership with the Government of Serbia, especially the Ministry of Public Administration and Local Self-Governments (MPALSG), the Ministry of Labour, Employment, Veteran and Social Affairs (MLEVSA), the Ministry of Environmental Protection (MEP).

The Programme will coordinate its activities with the key line national-level institutions, while observing the national strategies, laws and relevant development documents, which will contribute to sustainability, ensure national ownership and develop national capacities.

2. Introduction to the Intervention

This Joint UN Programme is designed to enhance environmental governance and contribute to improving the quality of life of citizens, especially of the left-behind (LB) groups. Having that in mind, in collaboration with the donor, it has been agreed that the Programme will provide support to the Ministry of Environmental Protection (MEP) in implementing the national Solid Waste Programme and addressing various social measures to improve the position of LB groups in waste management.

The Solid Waste Programme (SWP) will upgrade Serbia's waste management system through the closure of 15 municipal dumpsites and development of six regional waste management centres, serving 42 local self-governments (LGs). Having in mind that the solid waste will be redirected to six new regional waste management centres, many informal waste pickers (IWPs) from the said dumpsites face losing their livelihoods. To ameliorate the adverse effects of the SWP for the IWPs, the Programme will address the social inclusion aspects of the SWP with the aim of recovering the livelihoods of the affected group, consisting mainly of Roma minority with low level of education, and improve their access to public services relevant to social inclusion (i.e., health, education and social protection).

As a part of the efforts for addressing the social inclusion aspects of the SWP, this intervention will enhance economic empowerment of the informal waste pickers, with the aim of creating sustainable income generation. The activities will be focused on directly affected waste pickers and their working age family

members, with the aim of improving their employability and creating sustainable income generation for those who would like to leave the waste management system.

Moreover, the Programme will support 12 LGs¹ to engage Family Supporters (FS) as the main focal points for mediation between the directly affected waste pickers (the priority group) and the actors of the Programme activities (mentors, educators, companies) as well as local services. In this regard, the service provider will closely cooperate with FS in ensuring access to the Programme measures.

The intervention will have twofold approaches depending on the fact of affected waste pickers' willingness to continue with recycling work or to be prequalified and leave the waste management system.

In case of willingness to continue the recycling work, they will be supported with provision of mentorship for establishment and management of recycling cooperatives or social enterprises through mentorship for conducting all required legal processes related to registration and training cycles for management of cooperatives/social enterprises. The support in leading also includes finding of additional opportunities for increase of income such as making arrangements with managers of residential communities for the purpose of carrying away bulky waste. This approach will support the legalisation of their status on the labour market. Previously, the extensive outreach will be conducted with the aim of properly informing potential direct beneficiaries since in accordance with the Law, at least 20 people are needed for establishment of a cooperative.

For those who would like to be retrained, the affected waste pickers will undergo a vocational training that takes place in the real working environment where enterprises take a role of service providers for unemployed waste pickers in order for them to acquire knowledge and skills necessary to perform activities at a specific workplace and to enter the labour market more easily.

The Programme developed the **Guidelines for the Implementation of the On-the-job Training**, which reflects the current international standards as well as national legislation in this field and includes instructions on how to work with the enterprises as training providers and how to find appropriate training programmes for individual informal waste pickers. The Guidelines also include eligibility criteria for businesses as training providers as well as for the unemployed waste pickers, selection processes, procedural steps of implementation, monitoring implementation and contractual obligations. **The Guidelines and above mentioned details are available in Annex I which is an integral part of this Terms of Reference (ToR).**

The planned number of IWPs as direct beneficiaries to be included in the on-the-job training is a total of 50 beneficiaries. Both parties are entitled for subventions i.e. the unemployed on a monthly basis and enterprises as training providers in two tranches. **Maximum available budget for the purpose of subventions to the beneficiaries and training providers is USD 91,000.00. This amount should be calculated in the total amount of the financial proposal.**

3. Objectives of the Intervention

Overall objective of the intervention is to contribute to the well-being and quality of life of the informal waste pickers in the participating local self-government.

Specific objectives of the intervention are to improve the social inclusion of informal waste pickers and their working-age family members by legalisation of their status on the labour market through establishment of cooperative/social enterprises or by boosting their employability, through acquisition of new knowledge and skills using on-the-job training.

4. The Scope of the Intervention

The contracted legal entity will plan and carry out the tasks and completed deliverables that include the following:

Inception Phase:

¹ Apatin, Bač, Valjevo, Kula, Loznica, Obrenovac, Odžaci, Prijepolje, Ruma, Sremska Mitrovica, Ub and Šid.

Overall:

- Acquire necessary understanding of the PRO programme, the context, and the Programme's objectives
- Prepare a detailed work plan for implementing the activities including an outline of possible obstacles/risks in implementation and a mitigation plan;
- Prepare and submit the Inception narrative report to the PRO Programme.

Cooperatives:

- Meeting with the MLEVSA i.e. representatives of the Council for Social Entrepreneurship, with the aim of consideration the possibility for establishment of social enterprises

On-the-job Training

- Study the methodology presented in the Guidelines for the Implementation of the On-the-job Training (the Guidelines will be provided by the Programme);
- Study latest relevant National Employment Service (NES) publications such as Employers' Survey and Catalogue of training programmes for persons without high school graduation;²
- Updated database of potential beneficiaries through coordination with the Family Supporters. The database will be provided by UNOPS;
- Compile database of potential participating companies as potential training providers;

First Implementation Phase:
Overall:

- Perform visibility activities - production and dissemination of at least 100 leaflets. The text of the leaflet will be provided by UNOPS;
- Extensive outreach through planning and conducting at least four one and a half hour info-sessions for the target groups in four different municipalities, separate for the unemployed and for businesses;
- Regular cooperation with the locally engaged Family Supporters (FS) in charge of the priority group (the contacts of FS will be provided by the Programme);
- Submit the milestone narrative report to the PRO Programme.

Cooperatives - Final determination of number of potential beneficiaries:

- Conduct additional consultations with potential beneficiaries that are interested in establishment of recycling cooperative or social enterprise
- Final determination of number of potential beneficiaries interested in establishment of recycling cooperative or social enterprise. In case of lack of sufficient number of interested individuals for recycling cooperative i.e. at least 20 people are needed for establishment of a cooperative in accordance with the Law, the Service Provider shall immediately inform the Programme to agree on further steps.
- In case of sufficient number of interested individuals in establishment of cooperative, conduct the first training for at least 20 beneficiaries on legal aspects and positive effects of legalised status on the market

On-the-job Training - Selection of the Applicants:

- Conduct individual consultations with at least 60 or more potential beneficiaries who showed interest in participation and fulfil the set criteria;
- Identification and selection of at least 60 direct beneficiaries and at least six training providers according to the criteria in the Guidelines in close coordination with PRO Programme;
- Organise, supervise and manage the selection of at least 60 direct beneficiaries and at least six enterprises as training providers, selected according to the criteria provided in the Guidelines;
- Conduct site visits of short-listed enterprises before the final selection with the aim of determination technical, spatial and other capacities for the implementation of training programme, thus the training providers are selected based on firm field evidence of their compliance with the envisaged criteria in the Guidelines;
- Each selected applicant is matched with the appropriate training provider, in terms of the interest in type of occupations, the existence or the current level of possessed skills (e.g., entry level, some

² Available on NES website

skills, etc.) capacity and motivation of the beneficiary;

Second Implementation Phase:

Overall:

- Submit the milestone narrative report to the PRO Programme.

Cooperatives - Registration and mentorship:

- Conduct official registration of recycling cooperative or social enterprise
- Conduct the second training on relevant management aspects and potential for additional income generation
- Provide continuous support in management of cooperatives/social enterprises that also includes finding additional opportunities for increase of income such as making arrangements with managers of residential communities for the purpose of carrying away bulky waste.
- Inform the Programme on needed equipment for pressing or bailing that will be provided to the cooperative directly by the Programme which will also enable collection of larger quantities of higher quality, thus increased income.

On-the-job Training - Contracting and Training Implementation:

- Separate contracts signed between selected service provider and at least 35 direct beneficiaries as well as at least five training providers;
- Plan and execute financial aspects of the contract (payment of subventions on a monthly basis) to both parties i.e. beneficiaries and companies in accordance with contract provisions;
- Regular monitoring of the training processes at the training premises aiming at monitoring contractual obligations. The monitoring is related to fulfilment of the training plan and programme and learning progress of the trainees. The regular monitoring should be conducted at least two times during the training provision at the beginning and close to the end of training;
- Participation in the final exams for the trainees organised by training providers and award of non-licensed certificates;
- At least 35 direct beneficiaries successfully completed trainings and awarded with non-licensed certificates as a confirmation of completed training;

The Final Phase:

Overall:

- Submit the final narrative report to the PRO Programme.

Cooperatives - Mentorship and potential for inclusion into the local waste management system:

- Continuous mentoring in leading cooperative
- Meeting and advocacy activities with LG of cooperative's residence in order to include newly founded cooperative/social enterprises in local waste management system at the policy level and in practice through possible opportunities for additional support (e.g. cooperation with the newly established waste management centres and Public Utility Companies).

On-the-job Training - Contracting and Training Implementation:

- Separate contracts signed between selected service provider and at least 15 direct beneficiaries as well as with at least three training providers;
- Plan and execute financial aspects of the contract (payment of subventions on a monthly basis) to both parties i.e. beneficiaries and companies in accordance with contract provisions;
- Regular monitoring of the training processes at the training premises aiming at monitoring contractual obligations. The monitoring is related to fulfilment of the training plan and programme and learning progress of the trainees. The regular monitoring should be conducted at least two times during the training provision at the beginning and close to the end of training;
- Participation in the final exams for the trainees organised by training providers and award of non-licensed certificates;
- At least additional 15 direct beneficiaries successfully completed trainings and awarded with non-licensed certificates as a confirmation of completed training;

The selected service provider shall be responsible for the provision of:

- Translating/interpreting services needed during the implementation of the Contract
- Printing and production of at least 100 promotional leaflets.

- Organisational costs (administration, logistics, rental of the venue, food or beverage, printing and similar organisations costs) of the above info-sessions. Transportation costs, if any, of all participants of the info-sessions should be covered by the service provider.
- Other transportation costs needed for implementation of the intervention should also be covered by the service provider.
- Assistance in the implementation of the Contract (secretarial, driving, logistics etc)
- Any equipment necessary for proper working conditions for the project team engaged under this Contract.

5. Reporting

1. **Inception Report** – A detailed work plan for implementation of assignment, including outline of the possible risks and a mitigation plan developed, submitted to and approved by the PRO Programme within the two months of the implementation.
2. **First Progress Narrative Report** – prepared after conducting activities from the first implementation phase and submitted to and approved by the PRO Programme within the six months of the implementation.
3. **Second Progress Narrative Report** - prepared after contracting activities from the second implementation phase, submitted to and approved by the PRO Programme within the period from 12 to 18 months of implementation.
4. **Final Narrative Report**– Prepared after finalisation of activities from the Final phase, submitted to and approved by the PRO Programme within 30 days from the end of the service provision activities within the last month of the contract at the latest. The final narrative report must also have a strong section on results of service provision, conclusions and recommendations for future steps based on drawn lessons learned. It would be desirable for the recommendations, among other things, to include: suggestions for future interventions and for LGs and training providers to leverage the existing labour policies promoting the employment of IWPs, usability of this process, etc.
5. **Short monthly reports** - A service provider will have an obligation to submit short monthly reports every 5th of each month for the previous month with brief information on conducted activities, the number of beneficiaries and results.

6. Timeframe

The contract with the implementer is expected to be signed in July 2024 and it will last **maximum 24 months** (one month for preparation of the final report included).

7. Monitoring

The contracted implementer will remain in close contact with appropriate PRO Programme personnel during the entire process and will discuss and agree all relevant points/steps both during the planning and implementation stages. All compiled personal data should be properly protected in accordance with the national standards.

The electronic copies of all reports or any other materials related to the intervention will be made available to PRO Programme/UNOPS in English.

The methodology, data collected, analyses, reports, recommendations and other products of this intervention, will remain the intellectual property of UNOPS.

8. Visibility

All activities performed in public must fully comply with the Communication and Visibility guidelines of the PRO Programme which will be provided to the contracted implementer by the Programme.

9. Final Considerations

Working language when contacting the PRO Programme is both English and Serbian. However, all official correspondence should be in English only. Working language of the contracted implementer while in the field will be Serbian.

10. Payment terms

UNOPS shall effect payments to the Contractor within thirty (30) calendar days of the date of receipt of the relevant original invoice, subject to the acceptance by UNOPS of the Services reflected in the said invoice.

The payments will be processed upon reaching specific milestones which will be definitely determined in the contract. Following payment dynamic is for information only and it may be changed in the course of contract stipulation:

1. 30% upon successful completion of the Inception Phase and UNOPS' approval of submitted Inception Report
2. 40% upon successful completion of the First Phase and UNOPS' approval of submitted First Progress Narrative Report
3. 20% upon successful completion of the Second Phase and UNOPS' approval of submitted Second Progress Narrative Report
4. 10% upon completion of all planned activities and UNOPS' approval of submitted Final Report

TENDER REQUIREMENTS

REQUIREMENTS AND EVALUATION METHOD

Proposals shall be evaluated as specified in the document titled Section I: Instructions to Bidders, and following evaluation criteria included in the Evaluation Criteria section of this tender.

Each requirement must be verifiable during the evaluation process. UNOPS reserves the right to perform additional background checks of the information presented in the submission or to require the translation of the submitted documents into English.

When the Bidder is a consortium, each of its members must meet the eligibility requirements described therein, and the same applies to subcontractors. All the formal and qualification requirements will be considered as mandatory and eliminatory (pass/fail). Qualification criteria refer to all consortium members combined.

The overall evaluation will be completed in accordance with the cumulative analysis methodology, under which the technical and financial aspects will have pre-assigned weights of 70% and 30% of the overall score respectively. A two-stage procedure is utilised in evaluating the proposals, with the evaluation of the technical proposal being completed prior to any financial proposal being opened and compared.

In the First Stage, the technical proposals are evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and as per Evaluation Criteria. The offers which have the financial information included in the technical proposal envelope will be rejected.

All the formal and qualification requirements will be considered as mandatory and eliminatory (pass/fail).

Only proposals meeting or exceeding the eligibility, formal and qualification criteria shall be considered substantially compliant and will be evaluated against the technical criteria set out in the tender (section Technical criteria). The proposals will be rated by assigning numeric points, whereas only proposals that meet the minimum technical threshold of 49 points shall be deemed substantially compliant.

In the Second Stage, the financial proposals will be opened only for submissions that passed the minimum technical threshold of 49 points in the evaluation of the technical proposals and are deemed substantially compliant. The lowest cost financial proposal (out of technically compliant) will be selected as a baseline and allocated the maximum number of points obtainable for the financial part (i.e. 30). All other financial proposals will receive a number of points inversely proportional to their quoted price; e.g. 30 points x lowest price / quoted price.

The winning proposal will be the one with the highest number of points after the cumulative analysis (points obtained in both technical and financial evaluations, respectively, are added up). The contract will be awarded to the Bidder that submitted the winning proposal with the highest score based on the cumulative analysis.

1. The Eligibility, formal and qualification criteria

Eligible to apply to this RFP are Bidders as defined in the document Section I: Instructions to Bidders, Article 4. Consortia are eligible to apply. All proposals substantially compliant with the formal and eligibility criteria set out in the tender (**Section Formal and Eligibility criteria**) will go through subsequent evaluation.

The evaluation method under Joint Ventures is as follows: "All joint venture members combined must meet it". In this case, a Joint venture/Consortium agreement must be submitted within the offer.

The proposals will be evaluated against the qualification criteria set out in the tender (section **Qualification criteria**).

Legal entities and consortia with relevant and specific experiences, substantial and provable business/operational experience and human and technical capacities relevant to this ToR and qualified to participate.

The Bidder or Leading Company of Consortium should be registered and active in providing similar services as specified in the ToR at least 5 (five) years prior to bid submission.

The Bidder should demonstrate sufficient economic and financial capacities to implement the activities as described in the ToR, by providing the below required documents with sufficient annual turnover of 1 million RSD minimum (or equivalent in other currency) in any of the years 2020, 2021 or 2022 (combined capacities in case of consortium).

Eligible to apply to this RfP are legal entities with relevant and specific experiences in dealing with these areas: social inclusion and economic empowerment of vulnerable groups, registered and active at least five years, with substantial and provable business/operational experience, and human and technical capacities relevant to this ToR (Bidder or Leading Company of Consortium).

Required documents:

- The financial reports for the years 2020, 2021 and 2022, or any other document accepted by the relevant authorities, demonstrating the required qualifications.
- Certificate of incorporation/business registration issued by the relevant government body is required (for each member, in case of consortia).

The Bidder should demonstrate sufficient **technical and professional capacities** for the implementation of this ToR by providing the below required documents which show that the company (single company, loose/strong consortium of 2 or more companies etc.) has:

- General capability and reputation to implement the activities requested in this ToR (management and personnel structure, types of activities undertaken, project management controls, extent to which any work would be subcontracted) with at least five (5) years of experience in similar activities since registration date. More years of experience would be an asset.
- Proven track of records in at least five (5) years in the area of social inclusion, with at least three contracts successfully implemented.
- Experience in economic empowerment of vulnerable groups would be an asset.
- Experience in projects funded by the UN system would be an asset.
- Proven organisational capacity to work in different regions/municipalities where PRO Programme operates will be an asset.

Required documents:

- Description of the company / consortium and background material to be provided, including a list of projects that should be presented in the form G: Past contract form
- Copies of a minimum of three relevant contracts in the area of social inclusion, each supported by a reference letter issued by the purchasers of the services, are required.
- Copies of other contracts relevant to this ToR
- List with contact details to confirm the existence of organisational capacity which facilitates work in different regions/municipalities (at least four persons and/or associations and/or companies from each of the following regions: 1. Vojvodina, 2. Belgrade, 3. Šumadija and Western Serbia as well as 4. South and Eastern Serbia) to be provided if available.

The Bidder should also demonstrate their **organisational capacities** for the provision of services:

Team Leader:

- With the minimum bachelor degree is required.
- At least five (5) years of relevant professional experience, consultancy services, including overseeing project delivery, quality control of the delivered service in a project, nature and technical expertise as relevant for the respective assignment.
- Master degree and additional years of relevant professional experience would be an asset.
Notice: He or she would be directly responsible for the delivery of the expected outcomes and activities defined by this ToR and must be engaged on the project for at least 50% of his or her total working hours.
- Participation in projects related to social inclusion or economic empowerment of vulnerable groups, as the Team Leader or Team member would be an asset.

Required documents:

- Copy of diploma
- CV of the Team Leader is required, demonstrating the required qualifications (as described above) including the description of his or her engagement on different projects relevant for this ToR.
- Reference letters for at least two different engagements relevant for this ToR.
- Statement of Exclusivity and Availability (Form H) is also required.

Team members (at least three members) possess as the minimum requirements:

- Must have a minimum bachelor degree is required.
- At least two (2) years of relevant professional experience in the social inclusion or employment areas.
- Master degree and more years of experience would be an asset.
- Participation in projects related to provision of active labour measures or dealing with vulnerable groups, especially Roma or informal waste pickers, would be an asset.

Required documents:

- Copy of diploma for each team member
- List of team members which would be engaged in providing services as per this tender, with description of roles/tasks;
- CV for each of the proposed Team members demonstrating his or her engagement on at least two different projects similar to this ToR, are required.
- Reference letters for at least two different engagements relevant for this ToR.
- Statement of Exclusivity and Availability (Form H) is also required.

2. Evaluation against technical criteria

Only proposals meeting or exceeding the eligibility, formal and qualification criteria shall be considered substantially compliant and will be evaluated against the technical criteria set out in the tender (section **Technical criteria**).

The proposals will be rated by assigning numeric points, whereas only proposals that meet the **minimum technical compliance threshold of 49 points** shall be deemed substantially compliant and shall proceed to the evaluation of financial proposals. Maximum number of points for Technical Proposal is 70.

The maximum number of technical points is detailed in the below Technical Proposal Evaluation sections.

Technical Proposal Evaluation sections:

Section number/description		Maximum Points Obtainable
1.	Bidder's qualification, capacity and expertise <ul style="list-style-type: none"> - Experience of the organisation, general organisational capability and reputation - Specialised knowledge, proven expertise and experience of the company 	20
2.	Proposed Approach and Implementation Plan <ul style="list-style-type: none"> - Expected outcomes - Implementation plan - Resources 	30
3.	Key Personnel proposed <ul style="list-style-type: none"> - Team Leader qualifications and experience - Proposed team members qualifications and experience 	20
Total Technical Proposal points		70

Section 1: Bidder's qualification, capacity, specialised knowledge, expertise and accreditation		Maximum Points Obtainable
1	1.1. General capability and reputation of the Bidder to implement the activities requested in this ToR (management and personnel structure, types of activities undertaken, project management controls, extent to which any work would be subcontracted): - 1 point (minimum) or 2 points Maximum 2 (two) points	2
	1.2. Company with experience in similar activities over the past five years: <ul style="list-style-type: none"> • Company/Consortium with 5 years of experience in similar activities since registration date - 2 points • For each additional year of experience in similar activities since registration date – additional 1 point per year up to maximum 3 points (Maximum 5 points) 	5

	<p>1.3 Specialised knowledge, proven expertise and experience in the area of social inclusion, over the past five years:</p> <ul style="list-style-type: none"> • Company/Consortium with 3 contracts in named area - 3 points • Company/Consortium with more than 3 contracts in named area – additional 2 points per contract (up to 6 points) <p>(Maximum 9 points)</p>	9
	<p>1.4. Specialised knowledge, proven expertise and experience in the area of economic empowerment of vulnerable groups and working with UN:</p> <ul style="list-style-type: none"> • Company/Consortium with experience in the area economic empowerment of vulnerable groups- additional 1 point • Company/Consortium with at least one project successfully performed for the United Nations - additional 1 (one) point <p>(Maximum 2 points)</p>	2
	<p>1.5. Proven organisational capacity to work in different regions/municipalities where PRO Programme operates in:</p> <ul style="list-style-type: none"> • Existence of organisational capacity which facilitates work in different regions/municipalities (at least four persons and/or associations and/or companies to be provided from each the following regions: 1. Vojvodina, 2. Belgrade, 3. Šumadija and Western Serbia as well as 4. South and Eastern Serbia) - additional 2 points <p>(Maximum 2 points)</p>	2
Total points for section		20

Section 2: Proposed Approach and Implementation Plan		Maximum Points Obtainable
2	<p>2.1. Expected outputs are well described within the proposal and they are furthermore realistic, achievable and contribute to desired objectives.</p> <p>(Maximum 10 points)</p>	10
	<p>2.2 Proposed approach is appropriate, realistic, feasible, effective and promises efficient implementation of the activities.</p> <p>(Maximum 12 points)</p>	12
	<p>2.3. Resources estimates are realistic, appropriate and presented in a clear and understandable manner and sequence of suggested activities within the Work Plan is logical and realistic and contributes to efficient implementation of the project.</p> <p>(Maximum 8 points)</p>	8
Total points for section		30

Section 3: Key personnel proposed		Points Obtainable
3.	3.1. Team Leader <ul style="list-style-type: none"> The team leader has a (minimum) bachelor degree - 1 point The team leader has a minimum of five years of professional experience, consultancy services, including overseeing project delivery, quality control of the delivered service in a project, nature and technical expertise as relevant for the respective assignment. - 2 points Master degree - additional 1 point More than five years of relevant professional experience - additional 1 point Participation in projects related to social inclusion, as the Team Leader or Team member - additional 1 point per project (up to 3 points) Participation in projects related to economic empowerment of vulnerable groups, as the Team Leader or Team member - additional 1 point per project (up to 3 points) (Maximum 11 points)	11
	3.2. Team Members <p>The team must consist of at least three team members - experts. Each team member must have proven expertise and experience in required discipline relevant to ToR.</p> <ul style="list-style-type: none"> Each team member has a (minimum) bachelor degree - 1 point Each team member has at least two years of relevant professional experience in the social inclusion or employment areas - 1 point At least one of team members has a master degree - additional 1 point At least one of team members has more than five (5) of relevant professional experience - additional 1 point At least one of team members participated in projects related to provision of active labour measures - additional 1 point per team member (up to 2 points) At least one of team members participated in projects related to dealing with vulnerable groups, especially Roma or informal waste pickers - additional 1 point per team member (up to 2 points) (Maximum 8 points)	8
	3.3. Gender balanced team (whole team including Team Leader and Team Members) i.e. a minimum 50% of women - additional 1 point (Maximum 1 point)	1
Total points for section		20