

Section II: Schedule of Requirements

eSourcing reference: RFP/2024/52262

TERMS OF REFERENCE

Request for Proposal for the Provision of Services for:

Development of sanitation economy frameworks (Lot 1) and menstrual health markets frameworks (Lot 2) for technical assistance (TA) and market sizing estimates

1. Introduction and background

The United Nations Office for Project Services (UNOPS) is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian, and development projects around the world. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement, and infrastructure services to a wide range of governments, donors, and United Nations organisations. With over 6,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical, and management knowledge they need, where they need it. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant contributions to results on the ground, often in the most challenging environments. UNOPS offers short- and long-term work opportunities in diverse and challenging environments across the globe. We are looking for creative, results-focused professionals with skills in a range of disciplines. With over 4,000 UNOPS personnel and approximately 7,000 personnel recruited on behalf of UNOPS partners spread across 80 countries, our workforce represents a wide range of nationalities and cultures. We promote a balanced, diverse workforce — a strength that helps us better understand and address our partners' needs, and continually strive to improve our gender balance through initiatives and policies that encourage recruitment of qualified female candidates.

The **Sanitation and Hygiene Fund (SHF)** is part of UNOPS and is dedicated to Sustainable Development Goal 6, Target 2 that is, by 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situation. To this effect, the SHF's strategy for the 2022-25 period focuses on at scale implementation of at least basic sanitation, hygiene and menstrual health for those most left behind, including in health care facilities and schools, and on increasing access to menstrual health and hygiene. The SHF prioritises market-based approaches to sanitation, hygiene and menstrual health that contribute to developing a thriving sanitation economy and menstrual health market which increase access to essential products and services across the value chain, provides financial returns to investors and realise benefits on gender equity and socio-economic, health and financial returns. By catalysing the sanitation economy and menstrual health market in partner countries in Africa and Asia, we seek to

incentivise and stimulate new public and private investment into the sector which will be more sustainable maximizing the efficiency and effectiveness of international development assistance and national investments.

2. Justification for the assignment

The Sanitation and Hygiene Fund (SHF) aims to structurally increase access to sanitation, hygiene and menstrual health by strengthening markets in Low- and Middle-income Countries (LMICs). Through the framework of rules, regulations, policies, and taxes, governments play a pivotal and leading role in building sustainable and well-functioning markets. SHF works side-by-side with national governments and public institutions through the provision of Technical Assistance (TA) to develop an in-depth understanding of the state of these national markets, identify market failures, gaps, opportunities and sector potential, highlight how government rules and regulations interact with the market, what the status of private sector engagement and financing is at country level, and develop a range of recommendations for regulatory reforms, policies and interventions designed to strengthen these markets and improve delivery of sanitation, hygiene and menstrual health services at scale.

While the context in each country may differ, the approach to understanding how these markets operate and which interventions are required has to be the same in its design and execution. As a global fund, a consistent approach is crucial to ensure the comparability of findings and to identify market trends over time and across country contexts.

For the provision of TA, SHF is looking for a technical service provider with relevant expertise, experience, market understanding, and a proven track record to support in developing the fund's approach and frameworks for delivery of TA for the sanitation economy (Lot 1) and the menstrual health market (Lot 2) across SHF's target countries and develop market sizing estimates for a shortlist of countries. In addition, this service provider will assist in supporting SHF's global technical engagements and positioning. Further details are provided below in the activities section.

Additional background reading:

- <https://www.shfund.org/resources/annual-reports>
- <https://www.shfund.org/what-we-do/our-model/sanitation-economy>
- <https://www.shfund.org/who-we-are/our-model/mhh-market>
- <https://www.shfund.org/what-we-do/market-shaping>

3. Objectives of the assignment

The objectives outlined below detail what SHF requires across its work on market shaping. These will need to be met for both the sanitation economy and the menstrual health market. The deliverables in section 4 will reflect these objectives, but they are split between 2 lots: Sanitation Economy (Lot 1) and the Menstrual Health Market (Lot 2). The offers from the winning bids for Lot 1 and Lot 2 are expected to coordinate to ensure alignment and consistency of the deliverables.

3.1. Frameworks & Methodologies for In-Country TA

SHF provides governments with technical assistance to strengthen their local markets. This requires research and analyses of the country's context. The approach to this research has to be consistent and the resulting outcomes, data and reports have to be comparable across geographies and over time.

Due to the context specific knowledge and expertise that is required to conduct this research, SHF expects to collaborate with a diverse set of context experts and service providers across SHFs countries of operation. A common approach has to be developed that ensures the same research methods are applied by the in-country experts. This will cover:

- a framework and outline for each deliverable output.
- a detailed research approach and methodology
- a database structure for the collection and aggregation of data.

What is needed

SHF has identified the following three key outputs that it expects to be delivered for each individual country of operation:

- i) The government case
- ii) Sector status;
- iii) Key public sector reforms

Key outputs overview:

i. Government Case

Purpose: A contextualized high-level case for why a government should consider engaging with the sanitation economy or menstrual health market. This document will combine a broader global argument for the importance of addressing both topics with publicly available data on the country context. This will form the starting point for conversations with the government in new partner countries for SHF and provide a compelling case for government engagement and action on this topic. The outcome of these conversations will detail the type of technical assistance provided by SHF to the partner country.

Components:

- Global stocktake - The status of the sanitation economy / menstrual health market globally will include but is not limited to: highlighting overall trends and developments across LMICs; the cost of inaction and the potential for impact; the need in numbers; examples of actions and initiatives that are ongoing or have been completed across the world to showcase momentum and ensure the ability to compare to peer countries.
- Framework/Methodology for national snapshot - Building on existing reports, studies, data sources, and expert opinions, provide a high-level overview of the situation in-country to date, likely areas that require action, data gaps with a need for further work, suggested way forward, and any other relevant components.
- Framework for high-level cost of inaction - a rough estimate of the cost of inaction based on the national snapshot

Activities/deliverables:

- Create an SHF “government-case” Framework as a basis for application across SHF partner countries
- Develop the global stocktake
- Develop a methodology and framework for the desk research to compile the national country snapshot, including but not limited to references to specific KPIs, data sources, and desk research (e.g. policies, ministry engagement, country statistics, existing literature, and the application of the maturity framework).

ii. Sector Status Framework

Purpose: The sector status is an output deliverable provided to a government partner which can be provided as part of SHFs TA if both parties agree to this deliverable. This activity at the country level will provide an overall detailed sector overview of market realities, needs, and challenges. Components of this report will cover:

1. Lack of access
2. Detailed cost of inaction from a market perspective
3. Funding flows and funding gaps
4. Detailed Market maturity assessment using the existing market maturity framework

This will be based on a range of documents.

Components:

- Review of existing thematically relevant government documents
- Review of sector reports
- Detailed cost of inaction analysis
- Analysis of existing sector funding flows, status, and gap analysis
- Market maturity assessment (using existing SHF market maturity framework)

Activities/deliverables:

- Detailed cost of inaction methodology & framework
- Funding flows and funding gaps methodology & framework
- Methodology for application of the SHF Sanitation / Menstrual Health market maturity framework

iii. Key Public Sector Reforms Framework

Purpose:

1. Identification of main obstacles related to market-access, -entry, and -development. This includes but is not limited to the policy landscape, public sector delegation framework, regulatory environment, government funding, institutional capacity, standards and linkages to aligned or overlapping priorities (e.g. gender, menstrual health, public health, environment, water, or sanitation).
2. Recommendation on how to address and unlock obstacles through sector reforms to improve the enabling environment (e.g. based on best practice examples from other countries with more advanced environments).

Components:

- Analysis of main obstacles hindering market-access, -entry, development and -growth.
- Analysis of capacity and bottlenecks of the policy landscape

- Overview and analysis of best practice examples in other countries with more advanced enabling environments
- Deriving key public sector reform recommendations based on the analysis above in the form of policy briefs
- Development of implementation plan with roadmap and responsibilities

Activities:

- Development of the framework for the Key Public Sector Reforms
- Methodology for compiling the Key Public Sector Reforms

3.2 Market sizing estimates

Purpose: As part of SHFs country profiling and for engagement with governments, SHF would like to develop market sizing (US\$) estimates for current and future potential scenarios. These estimates should approximate, based on existing data, modeling and substantiated assumptions, the current and potential growth and size (US\$) of the market at a country level when improvements in the sanitation economy / MH market are realized.

Components:

- Review data sources identified by SHF and expand where necessary
- Develop a data model with multiple scenarios for future market development, with explicit substantiated assumptions captured in the methodology to be applied to any country.
- Apply the market sizing estimates model to a subset of countries identified by SHF and capture the outcomes for each country in short reports (max 5 pages).

Activities/deliverables:

- Methodology for market sizing estimates
- Market sizing estimates framework for the report
- Conduct current and future potential market sizing estimates for 5 countries

3.3 Oversight & Control

For delivery of the TA support, SHF will rely on in-country or regional experts and partners for research and scoping and the application of the frameworks outlined above. The role of the service provider is to supervise and review the quality of the deliverables (and co-author where needed) at different stages of the process for the following country specific deliverables:

- I. Government case
- II. Sector status
- III. Key public sector reforms

The scope of work would cover the review of the above outputs (i - iii) for a maximum of 4 countries by the end of 2025 on a case by case basis.

4. Summary of Deliverables, Outputs, and Timeline for Lot 1 and Lot 2

Item #	Deliverables and weight	Outputs	Milestone dates
1	Frameworks and methodologies for in-country TA (50%)	<ul style="list-style-type: none"> Government case framework <ul style="list-style-type: none"> Global stocktake National snapshot methodology and framework Cost of inaction methodology and framework Sector status framework Key Public Sector Reforms framework 	<p>First draft expected 2 months after signing the contract</p> <p>Final report expected 4 months after signing the contract</p>
2	Market sizing estimates framework and methodology. (15%)	<ul style="list-style-type: none"> Methodology Market sizing estimates (current and future potential) framework for the report 	<p>First draft expected 2 months after signing the contract</p> <p>Final report expected 4 months after signing the contract</p>
3	Market sizing estimates for 5 countries. (15%)	<ul style="list-style-type: none"> Conduct market sizing estimates (current and future potential) for 5 countries 	<p>Draft reports & documentation expected 8 months after signing the contract.</p> <p>Final report & documentation expected 10 months after signing the contract.</p>
4	Oversight and control (quality assurance) for in-country application of frameworks (20%)	<p>Documents for oversight and control will be assigned on a case by case and country by country basis. If a document is assigned to the service provider for oversight & control, the deliverables will include:</p> <ul style="list-style-type: none"> High-level supervision of SHF's in-country partners applying the framework. Review and feedback provision of in-country deliverable(s) 	<p>Oversight and control is estimated to start 4 months after signing the contract and continue for an estimated 18 months period</p>

		(prepared by other SHF partners). <ul style="list-style-type: none"> The deliverable(s) to be reviewed include documents that are prepared with the framework of item #1 	
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5. Geographic scope

The scope of the work is focused on providing support to SHF at HQ level. The content will cut across SHF's country operations. For the work that is applied within a country specific context, no geographic presence is required, but experience in the listed regions is desirable. The regions covered include Sub-Saharan Africa, and Southern and Eastern Asia. Examples of potential locations are listed below:

- | | | |
|------------------|------------|-----------------|
| 1. Kenya | 6. Senegal | 10. India |
| 2. Uganda | 7. Zambia | 11. Bangladesh |
| 3. Nigeria | 8. Rwanda | 12. Indonesia |
| 4. Tanzania | 9. Ghana | 13. Philippines |
| 5. Côte D'Ivoire | | |

6. Performance management

The Service Provider/Supplier will submit deliverables to:

- LOT 1 - Sanitation Economy:** the Deputy Executive Director (DED) and the Sanitation and Hygiene Markets Specialist at SHF.
- LOT 2 - Menstrual Health Market:** the Deputy Executive Director (DED), SHF, and the Menstrual Health Markets Specialist, at SHF.

The DED is responsible for monitoring overall performance. Performance management will comprise regular progress reports, presentation of summaries, and final reporting and presentation. The Contract Manager, and day to day focal point for the assignment, is the Sanitation and Hygiene- (lot 1) and Menstrual Health- (lot 2) Markets Specialist.

SHF will oversee a simple and short bi-annual evaluation of the contract which will be based on participant feedback and short surveys related to the provision of consultancy services.

The following KPIs will be used to assess the performance of the service provider/supplier:

The following KPIs will be used to assess the performance of the service provider/supplier:

KPI	KPI description
Delivery/Performance	<ul style="list-style-type: none"> Delivery of services on time Delivery of services in full

	<ul style="list-style-type: none"> - Delivery of services as per milestone table
Quality	<ul style="list-style-type: none"> - Quality of services delivered in accordance with TOR - Handling of feedback and complaints and rate of errors - Technical and professional competence
Communication	<ul style="list-style-type: none"> - Responsiveness of supplier to UNOPS requests - Appropriate handling, timely and complete submission of documents
Sustainability	<ul style="list-style-type: none"> - Innovation - Cost saving initiative or economic development - Environmental considerations - Social considerations

7. Inputs provided by SHF and mode of working

- The SHF will hold a virtual inception briefing meeting with the service provider/supplier to provide necessary background and discuss the detailed scope of the project.
- SHF, via the Contract Manager and the larger team, will actively engage with the service provider/supplier and remain available for consultation throughout the period of engagement via virtual meetings.
- The SHF will offer its in-country and global networks to assist the service provider/supplier to access the right people and information for the exercise.
- The mode of working for this procurement entails a collaborative approach, characterized by close cooperation between the selected service provider, the SHF team, and the in-country/regional experts/partners.
- Throughout the process, active engagement and communication among all parties will be paramount.
- This collaborative framework emphasizes shared responsibility, resource sharing, and the pooling of expertise to ensure the outcomes are comprehensive, and aligned with the objectives of all key stakeholders involved.

8. Expected inputs provided by the Service Provider/Supplier

The supplier shall be responsible for the complete set of actions necessary for the provision of the consultancy services, including, but not limited to the following.

- Provide a work plan with a clear breakdown and timeline to achieve the set final deliverables within the agreed timeframe.
- Provide qualified and suitable key personnel
- Management of day to day relationships and logistical arrangements (including the setting up of meetings) with relevant stakeholders and focal points
- Participation in agreed meetings with SHF
- Elevate any issues of concern with SHF in a timely manner.

- Liaison with other agencies where necessary

9. Key personnel

SHF is looking for a consulting firm, non-profit organization, or another service provider/supplier able to provide the requested services.

The Service Provider/Supplier should:

- Outline the composition and structure of the personnel they are proposing to manage and implement the assignment and any key partnerships that will be leveraged/utilised.
- Demonstrate the quality and relevance of any partners and the key personnel therein that will be involved in developing and delivering the services.
- Identify the proposed roles of any inter-consortium management team for the delivery of the services.
- Identify one Senior Leader for the assignment and ensure that his/her qualifications, skills and experience meet the requirements in relation to the requirements set out in the terms of reference.

The Supplier must also factor in the geographical spread of countries, and so include personnel that are proficient in English and French.

Team members' qualifications and experience should generally reflect the minimum requirements that are specified in the terms of reference.

Lot 1 - Sanitation Economy

It is of utmost importance that the team demonstrates the breadth of expertise, knowledge and experience required, whilst paying keen attention to efficiency and effectiveness. Individuals and entities must have a demonstrated track record in working with governments in a development setting in the area of sanitation including a deep understanding of market based solutions development in sanitation and menstrual health.

Core areas

- International development for sanitation at country level in Africa
- Sanitation related development finance at global and country level
- Private-sector related market based approaches in sanitation
- Research on sanitation markets in LMICs
- Institutional development: diagnostics for public sector reform, systems strengthening and addressing a range of bottlenecks in the enabling environment that prohibit investment readiness
- Sanitation market and market sizing expertise
- Risk identification and management
- Research- and research methodology development skills

- Writing skills

Also required:

- Working with governments in a multi-stakeholder setting
- Accountability for gender, equality, nondiscrimination and leaving no-one behind
- Working with low-income and lower-middle income countries in Africa and Asia

The following functions are deemed essential for execution of the assignment:

Project Leader (One person)

The Project Leader will manage the overall project, its personnel and act as the focal person for SHF. The Project Leader will also ensure that the Terms of Reference are adequately implemented and that the deliverables are to an agreed standard, quality and timeline.

Education

Advanced university degree (or its university equivalent) in international development, business administration/policy, international relations, law, finance, economics, or another related field.

Technical work experience

- Minimum of 10 years professional experience in sanitation sector including experience from the following:
 - Frontier and/or emerging markets
 - Extensive experience from sanitation from international development and/or development finance perspective
 - Experience from sanitation economy and market based models in sanitation
 - Experience from working with / advising national governments in regards to sanitation development/policy
- Other skills
 - Highly organised, self-motivated person with demonstrated experience of client management and team leadership
 - Multi-disciplinary team leadership
 - Excellent ability to engage with stakeholders in the development sector, for example, governments effectively, and/or executives of business, international organisations, and civil society, and/or experience working directly with national administrations including ministries
 - Ability to translate complex technical ideas into documents for non-sector audiences
 - Written and verbal communication skills

Languages

- Fluency in English is required with excellent writing skills.

Sanitation specialist (1-3 persons)**Education**

- Advanced university degree (or its university equivalent) in international development, business administration/policy, international relations, WASH, law, finance, economics, or another related field.

Work Experience

- A minimum of five (5) years of experience working in the sanitation sector is required
- Experience working with national government stakeholders and market-based sanitation is required
- Research skills required
- Methodology development skills required

Language

- Fluency in English is required.

Lot 2 - Menstrual Health Market

It is of utmost importance that the team demonstrates the breadth of expertise, knowledge and experience required, whilst paying keen attention to efficiency and effectiveness. Individuals and entities must have a demonstrated track record in working with market actors in a development setting in the area of menstrual health including a deep understanding of market based solutions development in menstrual health.

Core areas

- Market-based approaches for menstrual health and hygiene.
- Experience in market-based approaches to impactful fast- and slow-moving consumer goods (SMCGs and FMCGs) in LMICs. Examples of these could be market access to sexual and reproductive health commodities, agricultural inputs or renewable energy products.
- Research on menstrual health markets in LMICs.
- Generation of primary quantitative and qualitative data on menstrual health markets.
- Work with Development finance at global or country level on market based-approaches.
- Institutional development: diagnostics for public sector reform, systems strengthening and addressing a range of bottlenecks in the enabling environment that prohibit investment readiness.
- Menstrual health market and market sizing expertise.
- Risk identification and management
- Research- and research methodology development-skills.
- Writing skills

Also required:

- Experience working with governmental stakeholders in a multi-stakeholder setting.
- Accountability for gender, equality, nondiscrimination and leaving no-one behind
- Working with low-and middle income countries in Africa and Asia

The following functions are deemed essential for execution of the assignment:

Project Leader (One person)

The Project Leader will manage the overall project, its personnel and act as the focal person for SHF. The Project Leader will also ensure that the Terms of Reference are adequately implemented and that the deliverables are to an agreed standard, quality and timeline.

Education

Advanced university degree (or its university equivalent) in international development, business administration/policy, international relations, law, finance, economics, or another related field.

Technical work experience

- Minimum of 10 years professional experience in market based approaches for impactful commodities and consumer goods, including a focus on menstrual health. This experience should reflect the following:
 - Frontier and/or emerging markets;
 - Extensive experience in menstrual health from a markets- or development finance-perspective;
 - Experience in menstrual health markets and market based models to menstrual health;
 - Experience from working with / advising private sector, governments, donors and public institutions in regards to market based approaches and menstrual health.
- Other skills:
 - Highly organised, self-motivated person with demonstrated experience of client management and team leadership;
 - Multi-disciplinary team leadership;
 - Excellent ability to engage with stakeholders in the development sector, for example, governments effectively, and/or executives of business, international organisations, and civil society, and/or experience working directly with national administrations including ministries;
 - Ability to translate complex technical ideas into documents for non-sector audiences;
 - Written and verbal communication skills.

Languages

- Fluency in English is required with excellent writing skills.

Menstrual Health & Markets specialist(s) (1-3 persons)

Education

- Advanced university degree (or its university equivalent) in international development, business administration/policy, international relations, WASH, law, finance, economics, or another related field.

Work Experience

- A minimum of five (5) years of experience working in market based approaches for impactful commodities and consumer goods, including a focus on menstrual health.
- Experience working with private sector, governments, donors and public institutions is required.
- Working on menstrual health from a market perspective is required.
- Research skills required.
- Methodology development skills required.

Language

- Fluency in English is required.

Lot 1 and Lot 2

The Service Provider/Supplier has the freedom and is encouraged to identify their own partners, team structure, and composition, including the possibility to merge some of the areas of expertise suggested below.

10. Proposal Evaluation Criteria

Stage 1: Eligibility and formal criteria

No	Description	Successful at this stage
1.1	Offeror is eligible as defined in Section I: Instructions to Offerors, Article 4.	Pass/Fail
1.2	Completeness of the Proposal: All required Questionnaires (if any), Returnable Bidding Forms, and other documentation requested under the Document Checklist section have been provided and are complete.	Pass/Fail
1.3	Offeror accepts UNOPS General Conditions of Contract as specified in Section IV: Contract Forms.	Pass/Fail

1.4	Offeror must be incorporated and maintain all required licenses and certifications to operate as required by law in the country of registration. (Offeror must submit relevant registration, certifications, and licenses).	Pass/Fail
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Stage 2: Qualification criteria

No	Description	Successful at this stage
2.1	Financial capability. Liquidity: the ratio Average Current assets / Current liabilities over the last [3] years must be equal or greater than 1. Offerors must include in their Proposal audited balance sheets covering the last [3] exercises.	Pass/Fail
2.2	Gender: Supplier must provide a clear statement and supporting documentation that outlines how gender is mainstreamed internally. This should include the organization's current or future plans/activities with regards to: gender diversity in the recruitment process, equal pay between men and women for the same roles , opportunities for females to be empowered and promoted internally, prevention of sexual exploitation and abuse or any form of discrimination,paid parental leave policies for men and women.	Pass/Fail
2.3	Proven track record of at least 2 projects completed on: <ul style="list-style-type: none"> - Lot 1: Sanitation economy - Lot 2: Menstrual health markets 	Pass/Fail
2.4	Offeror should be in continuous business of supplying similar services as specified in the Schedule of requirements during the last [5] years prior to bid opening.	Pass/Fail
2.5	The Offeror must be able to demonstrate a track record of successful outcomes in providing technical assistance services by providing a minimum of 2 examples.	Pass/Fail

Stage 3: Technical criteria

Section 1: Offeror's qualification, capacity and expertise		Points
3.1	Brief description of the organization, including the year and country of incorporation, and types of activities undertaken <div style="border: 1px solid black; background-color: #e0f7fa; padding: 5px; width: fit-content;">[Insert response here]</div>	3
3.2	General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project	3

	management controls, extent to which any work would be subcontracted (if so, provide details) <i>The offeror should demonstrate organizational capability, management- and financial stability/controls measures that ensure the effective delivery of the requested services.</i> [Insert response here]	
3.3	Relevance of specialized knowledge in: <ul style="list-style-type: none"> - Lot 1: sanitation economy - Lot 2: menstrual health markets and experience on similar engagements done in Africa and/or Asia. <i>The offeror should demonstrate relevant specialised knowledge and experience with similar engagements, articulate approaches to provide quality assurance in delivery, illustrate expertise in the subject matter</i> [Insert response here]	45 20
3.4	Quality assurance procedures and risk mitigation measures <i>The offeror should provide documentation or a description of the processes and procedures that cover quality assurance and risk mitigation for the delivery of this project.</i> [Insert response here]	2
Total points for section		23 28

Section 2: Proposed Approach and Implementation Plan		Points
3.5	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? <i>The offeror should ensure that responses and supporting documents for all requirements are adequately provided and that the level of detail reflects the weighting of the individual eligibility criteria.</i> [Insert response here]	3
3.6	Description of the Offeror's approach for meeting or exceeding the requirements of the Terms of Reference <i>The offeror should provide a description of the approach for completing deliverables in the ToR</i> [Insert response here]	9

3.7	<p>Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic</p> <p><i>The offeror should provide a high level implementation plan for the different individual deliverables (See Chapter 4 - Summary of Deliverables, Outputs and Timelines)</i></p> <p>[Insert response here]</p>	8
3.8	<p>Demonstrate how you plan to integrate sustainability measures in the execution of the contract to provide goods or services</p> <p><i>The offeror should provide a description or documentation that illustrates how sustainability measures are integrated throughout the delivery of this project.</i></p> <p>[Insert response here]</p>	2
Total points for section		22

Section 3: Key personnel proposed		Points
3.9	<p>Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services.</p> <p>The bidder should outline the composition and structure of the team they are proposing to manage and implement the project and any key partnerships that could be leveraged/utilized. The bidder should demonstrate the quality and relevance of key personnel that will be involved in developing and delivering the consultancy services. The bidder should identify the proposed roles of a management team for the delivery of the services.</p> <p>The bidder should, as a requirement, identify the one team leader (or project manager) and his/her qualifications, skills and experience meeting the requirements in relation to the requirements set out in the terms of reference.</p> <p>The positions provided for 'other team members' is a suggestive list of team members, but bidders have the freedom to identify their own team structure and composition including the possibility to merge some of the functions suggested below. The team members' qualifications and experience should generally reflect the minimum requirements that are specified in the terms of reference. The positions listed above are considered the minimal number of staff for the project.</p> <p>SHF encourages bidders to maintain gender equal representation and geographic diversity in their team composition to the extent possible, and illustrate this in their proposal or in Form "Format and Resume of Proposed Key Personnel".</p> <p>[Insert response here]</p> <p>[fill up the below table]</p>	56

	<table><tr><th>Name and Nationality</th><th>Position to be Assumed in this Contract</th><th>Requirements as per Terms of reference</th></tr><tr><td>[Insert]</td><td>Team Leader (or Project Manager) both lots</td><td>As per the requirement provided in the terms of reference (Section 8 – Key personnel)</td></tr><tr><td>[Insert]</td><td>Lot 1: Sanitation Specialist(s) (min. 1 person) Lot 2: Menstrual Health Market Specialist(s) (min. 1 person)</td><td></td></tr></table>	Name and Nationality	Position to be Assumed in this Contract	Requirements as per Terms of reference	[Insert]	Team Leader (or Project Manager) both lots	As per the requirement provided in the terms of reference (Section 8 – Key personnel)	[Insert]	Lot 1: Sanitation Specialist(s) (min. 1 person) Lot 2: Menstrual Health Market Specialist(s) (min. 1 person)		
Name and Nationality	Position to be Assumed in this Contract	Requirements as per Terms of reference									
[Insert]	Team Leader (or Project Manager) both lots	As per the requirement provided in the terms of reference (Section 8 – Key personnel)									
[Insert]	Lot 1: Sanitation Specialist(s) (min. 1 person) Lot 2: Menstrual Health Market Specialist(s) (min. 1 person)										
3.10	<p>Qualifications of key personnel proposed</p> <p>[Insert response here]</p> <p>[For each of the names identified above, attach his/her CV using the format in Form F: Format for Resume of Proposed Key Personnel. If so required in Section I, also attach his/her Form I: Statement of Exclusivity and Availability]</p>	<p>40 14</p>									
Total points for section		45 20									

Total Technical Points: 60 70