

Project End Evaluation
EIF Projects
Bidder Information Sheet

1. General Information

Ministry of Economic Development seeks the services of an independent consultant to evaluate EIF Tier 1 and Tier 2 project implementation carried out by the Ministry.

A mid term evaluation was conducted for Phase 1 of the Tier 1 project in 2014 and the current evaluation for Tier 1 needs to build up on the findings of the past evaluation exercise.

The Tier 1 project is aimed at building national institutional capacity including National Implementation Unit (NIU) and other related stakeholders to implement the EIF program and trade sector priorities while, Tier 2 project is aimed at strengthening trade facilitation environment in the country.

The scope of work for the consultancy is provided in the Terms of Reference (TOR) included in Annex 1 of this information sheet.

The Ministry therefore invites interested eligible Maldivian parties to submit proposals as per the information provided in this information sheet. The forms to be submitted as part of this proposal are downloadable from the Ministry of Economic Development website www.trade.gov.mv.

Interested parties must demonstrate that they are qualified to perform the services.

This information note provides the scope of work, deliverables and the eligibility criteria for the contractual service. The successful bidder will be selected based on the evaluation criteria outlined in this document.

2. Eligible Bidders

The invitation is open to all interested registered businesses in the Maldives.

Bidders can submit bid proposals separately to each of the EIF project to be evaluated or can combine the bid proposal if applying for both projects.

If a bidder submits more than one bid for each project, it will result in disqualification of the bid proposals submitted for that project.

Registered business entities will qualify for the bid provided that, all bid documents listed under section 7 of this information note are presented at the bid submission date and time and provided that the bidding parties attend the bid information session.

3. Language of the Bid

The language of the bid shall be in English.

4. Scope of Work and Deliverables

In consultation with EIF Focal Point and Ministry of Economic Development designated staff, the successful bidder(s) is expected to deliver the scope of work and outputs outlined in the Terms of Reference included in APPENDIX I of this information note.

5. Project Delivery Duration

The winning bidder will be expected to complete the consultancy as per the workschedule included in Section IX of the Terms of Reference included in APPENDIX 1 of this information note.

Financial and Technical bids for the consultancy shall be submitted in separate sealed envelopes.

All documents listed under section 7 of this information note shall be submitted with the bid application. Form 1 and 2 listed under section 7 shall be included in the technical bid proposal while Form 3 shall be included in the financial proposal. Bid proposal should have a minimum validity of 35 days and all prices shall be quoted in Maldivian Rufiya with a final offer price, inclusive of GST and there shall not be any hidden or omitted costs.

6. Evaluation Criteria and Procedure

The proposal submitted for each project will be evaluated based on the following evaluation criteria.

Technical proposals will be evaluated first. Financial proposal will be opened only for bidders that obtain a minimum score of 49 out of 70 points from the technical proposal.

The bids will be awarded separately for each project to the bidder scoring the highest points from both the technical and financial proposal for each project.

Criteria	Description	Max. Points	Points awarded
Price = 30%			
Price proposed for consultancy	The points will be given using benchmark marking criteria where lowest proposed price will be considered as the benchmark. The full marks will be given to the benchmark value and others weighted accordingly, using the formula below. $\text{MAX}\% = (\text{proposed price} / \text{benchmark price}) \times 30\%$	30	
Consultant/Team members capability to provide services as stipulated in the TOR =35%			

Education and linguistic proficiency to undertake the work	Does CVs indicate clearly the level and nature of degrees or education qualification (e.g. Masters in economics) and linguistic proficiency to undertake the work?	5	
Skills and experience	Does the skills (e.g. communication, trade, management, evaluation) and experiences mentioned in the CVs meet the TOR requirements?	5	
Multi-stakeholders and multi-cultural engagement	Does the consultant/team, demonstrate experience in engagement with high-level trade and development officials on a multi-stakeholder project?	5	
Project formulation, monitoring and evaluation	Does the consultant/team have knowledge of Montorign and Evaluation of multi-donor funded trade and development projects/program?	5	
Trade and Development	Does the consultant/team demonstrate an understanding of trade and development issues in LDCs, developing countries and trade mainstreaming?	5	
Knowledge on aid for trade/ understanding of sector (Tier 2 projects)	Does the consultant/team have in-depth understanding of Aid for Trade and an understanding of the specific sector of the project, in case of Tier II projects?	5	
Experience in evaluating capacity building	Does the consultant/team have work experience in evaluating trade capacity development initiatives?	5	
Competence of the consultant/team to undertake the evaluation =10%			
Multi-donor and multi-country programming	Does the consultant/team have proven experience in inter-agency coordination mechanisms of multi-donor and multi-country trade and development projects/programmes?	5	
Networking	Does the consultant/team have experience in working with LDC / Developing country Governments, donors and international agencies on trade and development or project sector specific issues?	5	
Consultant/team proposal on the approach and methodology to conduct the evaluation =25%			
Understanding of the project and scope of the evaluation	Does the consultant/team demonstrate a clear understanding of the scope, specific requirements, issues and general expectations of the evaluation, in the overall context of the project?	10	

Methodology	Does the consultant/team provide a methodology to undertake the evaluation with a clear indication of the approach and tools, including data collection & analysis to address the identified issues in the TOR?	10	
Work plan and overview of task	Does the consultant/team provide a detailed work plan covering the task within the timeframe as stipulated in the TOR?	5	
	Total Points	100	

7. Documents to be Submitted

All bids should be submitted with the following forms and any bids submitted without the forms will be automatically disqualified.

Marks will be awarded based on the information on these forms. The bid documents shall include pricing and work schedule for each project separately.

5.1 Form 1 – Application for BID submission

5.2 Form 2 – Bidder profile and technical proposal

5.3 Form 3 – Price schedule for the contracting service

All bid documents shall be submitted in sealed envelopes with technical and financial bids sealed in separate envelopes.

Financial bids will be open only for bidders who meet the passing point for the technical bids. The envelope should be clearly labelled as follows and addressed to :

Envelop labels

- 1- If submitting bid proposal for both projects “**Project End Evaluation of EIF Tier 1 & Tier 2 Project**”
- 2- If submitting bid proposal for Tier 1 only “**Project End Evaluation of EIF Tier 1**”
- 3- If submitting bid proposal for Tier 2 only “**Project End Evaluation of EIF Tier 2**”

addressed to:

EIF Project
Ministry of Economic Development
Male’ Maldives

The proposal should be in a secure bind and there should not be loose papers.

8. Deadline

Bid Information Session will be held on **2nd April 2017 (Sunday) 13:00 hrs at the Conference Room at the Ministry of Economic Development, Velaanage 11th Flr.**

Only parties attending the bid information session will be able to submit bid proposals.

Bid Submission will be held on 9th April 2017 (Sunday) at 13:00 hrs at the 11th Floor Conference Room at the Ministry of Economic Development, Velaanage. Bids received before and after the bid submission deadline will not be entertained by the Ministry.

APPENDIX I

Terms of Reference

Job Title:	Evaluation of EIF Tier 1 and Tier 2 Project
Duty Station:	Male'
Project Reference:	Enhanced Integrated Framework Tier 1 Project
Duration of Assignment:	Maximum 25 workings days for each project

I- Background

Since 2011, Maldives has been a beneficiary of the Enhance Integrated Framework (EIF) Programme – a global programme assisting LDCs and recently graduated LDCs to mainstream trade into national development plans, effectively coordinate trade related assistance at country level and address supply side bottlenecks. The country also benefitted from its predecessor program, Integrated Framework (IF) Window I and Window II funding arrangements.

Under the EIF programme, two projects are implemented in the Maldives, one from Tier 1 and the other from Tier 2 window.

Under EIF -Tier 1, a second phase of the project on institutional capacity building for implantation of EIF programme in the Maldives was approved in May 2015 by the EIF Executive Board. The first phase of this project was implemented from 2011-mid 2015. The main objective of the project is to provide immediate technical capacity needed by Ministry of Economic Development (MED) and other relevant trade related agencies to implement EIF program in the country, mainstream trade policy, strengthen resource mobilization for trade sector and strengthen institutional capacity of MED to function as the nodal agency for trade policy implementation.

The second phase of the project was designed to build on from the lessons learnt from IF program and EIF Phase I and ensure continuity in implementing development initiatives identified in the trade agenda/ DTIS action matrix for trade sector development. The Tier 1 Phase II is currently in its final year of implementation and will come to a formal closure in July 2017.

The project funded from EIF Tier 2 support trade facilitation activities in the country. The objective of this project is to strengthen the institutional capacity of Maldives Customs Services, to effectively manage border management aspects by implementing processes and procedure changes that are inline with international best practices in the areas of valuation, risk management and post clearance audit, to improve efficiency of goods clearance systems by migrating to ASYCUDA World and to strengthen the capacity of the Civil Aviation Authority to formulate and implement an economic regulatory framework for the aviation sector. The Tier 2 project which commenced in August 2013 has formally come to an end in December 2016.

As both EIF funded programs are about to come to an end in the Maldives, the Ministry wishes to engaged the services of an independent consultant to evaluate EIF program implementation in the Maldives. In particular, Ministry would like to engage the services of an independent evaluation consultant to assess the overall results achieved for both projects, assess sustainability of the outcomes achieved and identify

areas for improvement and recommendations/directions to be considered as the government seeks to find alternative funding sources to implement the priority trade agenda of the government.

II- EVALUATION PURPOSE/OBJECTIVE

The main purpose of this independent evaluation is to provide a comprehensive and systematic account of the performance of the projects by assessing project design, process of implementation, achievements in relation to project objectives endorsed by the EIF Steering Committee, including any agreed changes in the objectives during project implementation and any other results achieved during the project implementation phase.

As such, the evaluation aims to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and specific actions that might be taken into consideration in designing future projects that complement the activities/outputs implemented under Tier 1 and Tier 2 projects.

The main objectives of this assignment are to:

- Promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- Synthesize lessons that may help improve the selection, design and implementation of future interventions under EIF or other donor funded programmes; and
- Provide feedback on issues that are recurrent across the EIF programme implementation in the country and recommend improvements regarding identified issues.

III- EVALUATION SCOPE

The assignment shall broadly cover the the following areas for each of the EIF project.

(Tier 1)

Building on form the findings and recommendations of Tier 1 mid term evaluation, the assignment shall cover the following areas for EIF Tier 1 project.

1. The evaluation shall assess the results achieved and lessons learnt from the overall project implementation. In undertaking the evaluation, the findings and recommendations of Tier 1 mid-term evaluation shall be used as inputs to assess the overall results of the project.
2. The evaluator shall review the project's concept, strategy and approach within the context of effective institutional capacity development and sustainability.
3. The evaluation shall review how the project contributed to creation of synergies and complemented work program of other EIF projects and priority trade projects implemented by the Ministry and the Government.

4. The evaluation shall assess the extent to which project management and implementation has been effective, efficient and responsive. The evaluation should;
 - Assess and evaluate the results and potential impacts of the project;
 - Measurement of results based on set indicators and targets;
 - Assess the quality and relevance of project reporting;
 - Assess the mechanisms for information dissemination (advocacy and awareness raising)
 - Assess sustainability of project interventions;
 - Assess the extent to which project design, implementation and monitoring have taken the following cross cutting issues into consideration: (1) Institutional strengthening, (2) Trade mainstreaming, (3) Private sector development, (4) Gender mainstreaming (5) Added value to implement national development priorities.
5. Provide recommendations based on findings, including suggestions on exit strategies and considerations to ensure sustainability of project interventions, and areas to be covered in possible priority trade related projects designed by the Government.
6. The evaluation should also assess how and to what extent the project has built management, planning and operational capacity at MED and related project stakeholders, particularly at national level.
7. The evaluation should also highlight lessons learnt and best practices in addressing issues relating to relevance, performance and success and identify the success stories from the project.

(Tier 2)

1. The evaluation shall assess the results achieved and lessons learnt from the overall project implementation.
2. The evaluator will review the project's concept, strategy and approach within the context of effective institutional capacity development and sustainability.
3. The evaluation will assess the extent to which project management and implementation has been effective, efficient and responsive. The evaluation should;
 - Assess and evaluate the results and potential impacts of the project;
 - Measurement of results based on set indicators and targets;
 - Assess the quality and relevance of project reporting;
 - Assess the mechanisms for information dissemination (advocacy and awareness raising)
 - Assess sustainability of project interventions;
 - Assess the extent to which project design, implementation and monitoring have taken the following cross cutting issues into consideration: (1) Institutional strengthening (2) Private sector development and (3) added value to implement national development priorities.
4. In addition to points outlined in paragraph 3 of this section, the evaluation of the Tier 2 project will also assess the extent to which the project complimented national efforts on improving the national trade facilitation environment in the country and complemented other EIF and priority trade projects of the Government.

5. Provide recommendations based on findings, including suggestions on exit strategies and considerations to ensure sustainability of project interventions, and areas to be covered in possible priority trade related projects designed by the Government.
6. The evaluation should also assess how and to what extent the project has built management, planning and operational capacity at MED and related project stakeholders, particularly at national level.
7. The evaluation should also highlight lessons learnt and best practices in addressing issues relating to relevance, performance and success and identify the success stories from the project.

IV- EVALUATION QUESTIONS / CRITERIA

To undertake project end evaluation of the two EIF projects, the successful independent evaluator is required to assess the projects at a macro level and at project specific level.

In assessing the project, the evaluation shall focus on assessing the relevance, effectiveness, efficiency, impact and sustainability of the interventions of both the projects.

The following outlines, guiding questions that could be used by the evaluator to assess each project's outputs and outcomes at the overall level and project specific level.

SPECIFIC AREAS FOR ASSESSMENT (TIER 1)

1. An assessment/overview of the overall EIF institutional set-up and processes in the country (Focal Point, National Steering Committee (NSC), NIU, Donor Facilitator) and the organisational links to key Ministries and other relevant bodies in the country. The evaluation must touch upon:
 - a) Description of tasks and mandate of NSC and how have they been implemented in relation to trade development and trade mainstreaming context in the country;
 - b) Brief review of NSC activities/functions and its roles and responsibilities throughout the project cycle and in relation to the project delivery and timelines;
 - c) Assessment of the NIU's tasks, mandate (formalised in government decision) and its actual role, responsibilities and activities in relation to the project delivery, timelines and project cycle management; the linkage of the NIU's functions with the Ministry responsible for trade and trade related line Ministries. This assessment should include the extent to which the NIU's functions and activities have been integrated into the structure and agenda of the Ministry responsible for trade ;
 - d) The organisational links (including physical location) of the NIU with the Ministry responsible for trade; and
 - e) An assessment of whether integration/coordination has evolved during project implementation and how it worked.
2. Results and activities for the Tier 1 Project
 - a) List and describe main results of the project. What has been achieved; contributing and mitigating factors to achieving results and pathways to results/how results were achieved.
 - b) Did the implementation of the project make effective use of time and resources toward achieving results?
 - c) What factors influenced delivery and implementation of the project?

- d) How responsive was the management of the project to the changing needs of the Ministry responsible for trade and the trade needs in the country in general?
 - e) To what extent were the project objectives achieved? What role have external factors played?
 - f) How effective is the EIF Monitoring and Evaluation (M&E) system in measuring progress towards achieving EIF objectives?
3. Review of trade mainstreaming processes in the country (In line with the EIF Logframe)
- a) Assess the complementarity between trade and development aspect of the country's trade strategy and how it links into its national development and/or vision.
 - b) Describe how trade aspects have been integrated in strategies of trade related line Ministries e.g. Ministry of Agriculture, Tourism etc.
 - c) How has inter-ministerial coordination on trade issues organised to support elaboration, implementation and monitoring of such strategies?
 - d) Assess and describe if/how the Tier 1 project contributed to this process.
 - e) Describe how the country's trade policy and/or export development strategy is being implemented to promote trade, including inclusiveness of the process.
4. Coordination of Trade Related Technical Assistance (TRTA) engagement with private sector and other non-governmental stakeholders on trade and trade policy issues
- a) How effective is the public-private sector consultation mechanism functioning in the country?
 - b) How involved is the private sector in influencing the national trade agenda. Assess capacity constraint in this direction.
 - c) Assess and describe if/how the Tier 1 project contributed to this process.
5. Donor coordination on trade related assistance
- a) How effective is the Government and donor consultation on trade related matters? What is the level of engagement of donors in implementing the trade agenda of the Government and support to the identified trade and trade related priorities?
 - b) Assess and describe if/how the Tier 1 project contributed to this process.
6. Wider mobilisation of funds for Trade Related Assistance (TRA) – formulation of Tier 2 projects
- a) Describe the state of affairs with formulation of new trade related assistance and identification of funding sources. Identify successes over the TIER 1 project phase and hindrances in the process.
 - b) Assess and describe if/how the Tier 1 project contributed to this process.
7. Sustainability
- a) How effective has the project been in establishing national ownership?
 - b) Has the project prepared for an exit plan to ensure a proper hand-over to the national government and institutions?
 - c) Were national stakeholders involved in project implementation, and are willing and committed to continue with the objectives of the project?
 - d) Are the project results likely to be sustainable? Are results anchored in national institutions and can the national institutions and implementing partners able to maintain them financially, once EIF funding ends? If not, why is not possible?.
 - e) Is there an exit strategy for the actions and resources of the EIF to be followed up with appropriate government actions/strategies after the project ends?
 - f) How are project resources (human/functional and financial) being integrated into the overall management of the Ministry responsible for trade?
8. Impact

- a) Are the project results likely to make contributions to the overall national goal of inclusive economic growth, sustainable development and poverty reduction in the country?
- b) Can observed changes in capacities (human, institutional, etc.) in the Ministry responsible for trade or other line Ministries be linked to the contribution of the EIF?
- c) Can any unintended positive or negative effects be observed as a consequence of the Tier 1 project?
- d) Did the project interventions correspond to the trade needs of the country?
- e) How relevant is the EIF to the contemporary context of the Aid for Trade initiative in the country?
- f) Did any new multilateral, regional and bilateral trade initiatives impact the relevance of the project to the trade needs of the country?

1- SPECIFIC AREAS FOR ASSESSMENT (TIER 2)

1. Relevance

- a) Were the project objectives and design, relevant to the trade and development priorities of the country?
- b) How relevant is the EIF to the contemporary context of the Aid for Trade initiative in the country?
- c) How has the EIF and the project in particular complimented the trade facilitation initiatives implemented in the country?
- d) Have any new multilateral, regional and bilateral trade initiatives impacted the relevance of the EIF to the country?

2. Effectiveness

- a) To what extent have the objectives of the project and outcomes of the components objectives been achieved? What role have external factors played?
- b) How adequate are the outcomes and indicators in responding to the strategic priorities of the sector in the country?
- c) How effective is the EIF M&E system in measuring progress towards achieving the objectives?

3. Efficiency

- a) Has the implementation of the Tier 2 project made effective use of time and resources toward achieving results?
- b) What factors influenced delivery and implementation of the project?
 - i. Were inputs delivered and outputs achieved on time and on budget?
- c) How responsive was management of the project to the changing needs of the sector and/or direct beneficiaries of the project?

4. Impact/Potential Impact

- a) What is the impact of the project on trade development and poverty reduction in general?
 - i. What impact did the project had on the trade facilitation environment?
 - ii. What is the impact or how has the project impacted on aspects such as job creation and employment generation?
- b) What are institutional and capacity development impacts of the project at the local and national levels?
- c) What is the impact of the project, if any, on the environment?
- d) Did the project introduce any new/improved technology/innovative issues to the community?

- i. Were the innovations adopted by the project beneficiaries or do they have the potential to be adopted?
 - ii. Are there plans to scale-up or replicate the innovation in the same or similar communities?
- e) Are there any other positive or negative effects observed due to the project

5. Sustainability

- a) Are project results likely to be sustainable?
 - i. Is there an exit strategy for the actions and resources of the EIF to be followed up with appropriate Government actions/strategies after the project ends?
 - ii. What is the extent of Government commitment (in human, financial, and institutional resources)?
- b) What is the extent of involvement and potential contribution to the future of the project by direct beneficiaries of the project and other key stakeholders?
- c) What factors will positively or negatively account for sustainability of the project objectives and associated results?

V- METHODOLOGY

The evaluation methodology will be finalized by the consultant, guided by the requirements of MED as articulated in various criteria and guidelines provided, as well as key documents such as the EIF Compendium, approved project documents, annual budgets and work plans and other technical reports and documents as relevant. The evaluation methodology should be clearly documented in the evaluation including comprehensive details of the following:

- Documents reviewed
- Interviews conducted
- Stakeholders consulted
- Project sites visited
- Techniques and approaches used for data gathering, verification and analysis

VI- APPROACH

- i. The evaluator will be expected to give special attention to analysing lessons and proposing recommendations on aspects related to factors that contributed or hindered attainment of project objectives, sustainability of project benefits and catalytic effect.
- ii. Stakeholder participation, including Government, community, civil society and gender balances in participation and influence;
- iii. Data should be triangulated and crosschecked with difference sources of data
- iv. The evaluator is recommended to use success stories and human interest stories as evidence to support the evaluation.

VII- EVALUATION PRODUCTS (DELIVERABLES)

The evaluation will produce the following deliverables for each of the project evaluated:

1. **Evaluation inception report**: an inception report should be prepared by the evaluator before going into the full fledged evaluation exercise. It should detail the evaluators understanding of what is being evaluated and why, showing how each evaluation question will be addressed by way of proposed methods, proposed sources of data and data collection procedures.

The inception report should include a proposed schedule of tasks and activities. The inception report provides the EIF National Implementation Unit and the evaluators with an opportunity to

verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. This should be completed during first week of the assignment and cleared from the EIF Focal Point and other relevant stakeholders before evaluators proceed with the work .

2. **A comprehensive draft evaluation report**, including lessons learned and recommendations – the recommendations should include, suggested exit strategies with a focus on recommendations to ensure sustainability arrangements of the initiatives and to integrate various on-going initiatives into other relevant Government led programmes.
3. A record of key outputs from the evaluation process and summary minutes of meetings with stakeholders as an annex to the draft evaluation report.
4. A **summary presentation of evaluation report findings** shall be done to senior MED officials, EIF National Steering Committee, EIF National Implementation Unit and other relevant stakeholders.
5. Upon approval and provision of comments to the deliverables listed above, **a final evaluation report** together with the annexes shall be provided in English language and shall be presented as a hard copy as well as in electronic form in MS Word format.

Tasks of the evaluator

The following are the tasks of the Evaluator in undertaking this assignment:

- To conduct and evaluate the projects and carry overall responsibility for organizing and completing the evaluation and delivering the final report, including technical analysis and recommendations.
- To consult and coordinate with other institutions/agencies/ communities that are involved in similar initiatives that could be linked with the initiatives of the projects.
- To provide an evaluation schedule outlining a timeline, work plan and methodology that would be followed in conducting the evaluation, which would be finalised in discussion with EIF Focal Point and EIF National Implementation Unit.
- The consultant should identify success stories of the projects.
- To conduct discussion with key stakeholders and consider the feedback received in preparation of the draft evaluation report.
- To conduct a workshop to disseminate the findings/recommendations from the evaluation and showcasing the success stories.
- Final evaluation report to be submitted in hard and soft copy format to MED for onward distribution to related stakeholders. The consultant will be responsible for the contents, quality and veracity of the report.

VIII- INSTITUTIONAL ARRANGEMENT

The consultant will be monitored, overseen and supervised by EIF National Implementation Unit with overall guidance from EIF Focal Point. The consultant shall report regularly to the EIF National Implementation Unit and provide updates on progress as agreed.

IX- DURATION OF THE WORK

The expected duration of the evaluation is a maximum of 25 working days for each project.

INDICATIVE TIME FRAME [25 working days for each project evaluation]			
Deliverables/Process			location
Inception Stage	<ul style="list-style-type: none"> • Desk Review 	3 days	Male'
	<ul style="list-style-type: none"> • Internal Consultations • Inception Report 	3 days	Male'
The evaluation process	<ul style="list-style-type: none"> • Extensive Stakeholder discussions/interviews • Document reviews including logframe 	7 days	Male'
Drafting Report	<ul style="list-style-type: none"> • First draft Report • Review/comments from MED, other related Govt. agencies, EIF Executive Secretariat, and Trust Fund Manager 	7 days	Male'
Finalization	<ul style="list-style-type: none"> • Final Report 	3 days	Male'
	<ul style="list-style-type: none"> • Validation 	2 days	Male'

X- QUALIFICATION AND COMPETENCY REQUIREMENTS

- The proposed team by the bidder shall demonstrate;
 - Technical competence in trade issues, particularly Aid for Trade, trade sector development and trade facilitation (one of the proposed team members shall have a minimum of a master's degree or equivalent in trade sector development, sustainable development, economics or related field demonstrably relevant to the position with 7-10 years of relevant experience)
 - Team members assigned to Tier 2 project evaluation shall have a strong background on trade facilitation, organizational and ICT systems re-engineering.
 - Knowledge of, and a strong record in, designing and leading evaluations (both qualitative and quantitative evaluation methods);
 - Skills in data analysis; and
 - Facilitation skills to conduct workshops, focus group discussions.
- Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving development agencies or donors;
- Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;
- Familiarity with development approaches adopted in trade sector development in other similar developing countries;
- An evaluator, with proven experience of participatory monitoring and evaluation processes;
- Excellent English writing and communication skills;
- Excellent analytical and report writing skills.

XI- PROPOSAL REQUIREMENTS

Proposals shall contain the following information:

- Technical proposal** including an updated current CV, contact details of at least three referees and a cover letter setting out:

- How the applicant meets the selection criteria
 - Evaluation approach and methodology
- ii) **Financial Proposal:** The consultant is requested to provide a quotation of a lump sum fee, inclusive of all costs and taxes.

XII- ETHICAL CODE OF CONDUCT:

The evaluator(s) shall conduct their work without any prejudice, maintain ethical values and avoid any conflicts of interest or the acceptance of gifts.

End of Document