

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS

Title of Assignment	National Consultancy on Development of a Gender Transformative Training Manual for Social Cash Transfer Programme	
Requesting Section	Social Policy	
Location	Place of assignment: <ul style="list-style-type: none"> This assignment will be home based with frequent visits to various districts to be agreed upon with UNICEF. The consultancy is not office-based; however, it will be expected for the consultant to attend related and scheduled meetings and briefing sessions at UNICEF and Ministry of Gender Community Development and Social Welfare Offices and other venues to be identified by UNICEF. Consultant will also be expected to participate technical meetings such as validation meetings, technical working group meetings as scheduled. 	
Contract Duration	5 months	
Estimated number of working days	60 working days	
Planned Start and End Date	From: 20 May 2024	To: 30 October 2024

BACKGROUND AND JUSTIFICATION

UNICEF is implementing a three year Social Protection for Gender Empowerment and Resilience (SP GEAR) (*Amai Titukuke*) Programme financed by European Union Delegation and the Embassy of Ireland. This is a 3-year programme aimed at supporting the Government of Malawi to empower Malawi's poorest and most vulnerable girls and women in 9 districts (Mzimba, Balaka, Ntcheu, Mulanje, Zomba, Neno, Mwanza, Chikwawa & Nsanje).

The objectives of the programme are threefold: (i) enhance the efficiency and effectiveness of the Malawi National Social Protection Strategy; (ii) enhance the resilience and livelihoods of women and girls from vulnerable households through economic empowerment activities (iii) enhance access to social services by women and girls from vulnerable households. A key intervention of the SP GEAR programme is to enhance resilience and livelihoods of girls and women from vulnerable households through gender transformative economic empowerment intervention. Specifically, the programme aims at empowering the poorest and most vulnerable girls and women economically and more importantly to have a sense of agency, voice and leadership skills.

Fundamentally, the programme aims at transforming behaviour and social norms change at individual, immediate interpersonal relationships at the household and family level to create gender equal relationships. This programme will also provide space and opportunities for men and boys to reflect on their individual experiences, attitudes, and beliefs, as well as their interpersonal relationships and dynamics to adopt gender equal values and take action to challenge harmful social and gender norms and practices at household and community levels. The programme's approach follows a model of awareness, reflection, trialing behaviours, reinforcing behaviours, living positive behaviours, and promoting respectful behaviours to others. The SP GEAR programme is in line with the government of Malawi gender agenda and UNICEF's mandate on the promotion of gender equality and women's empowerment which is a critical element for fostering resilience and achieving results for children. UNICEF adopted the UNICEF Gender Action Plan (GAP), 2022–2025 to operationalize the UNICEF Gender Policy (2021–2030) which requires the adoption of a gender-transformative programming approach to promote gender equal communities where girls and boys, women and men are treated equality and their specific needs are addressed.

Overall, all UNICEF supported programmes and projects have to address gender inequality and promote women's and girls' empowerment through the design, implementation, monitoring, and evaluation alongside specifically targeted interventions to address critical gender issues within the framework of UNICEF mandate and service delivery mechanisms. In the Social Protection, addressing gender issues is strategic because social protection systems fail when the voices of women and girls are silenced and yet social protection is a right and women and girls have a right to participate not only in the design but also benefit from social protection measures (UNICEF Innocenti).

The existing evidence shows that well-designed non-contributory social protection programmes, such as cash transfers, positively affect women’s income and savings, girls’ school enrolment and attendance, and risky sexual behaviours, among others.¹ However, providing cash to women economically empowers them but will not automatically translate into social empowerment of women and girls to become resilient and manage shocks unless these are targetted with capacity building in gender transformative approaches to increase their voice sense of agency and leadership to make decision on issues affecting their household well being. It is imperative for the cash transfer programmes to address the root causes of gender inequalities focusing on targetted households and communities. This is essential because Malawian communities have strong patriarchal values that put women and girls in a subordinate position which increases their barriers to accessing and control over resources despite being targetted. Women have limited access to resources and decision making, women have multiple roles, limited access to information, knowledge and technology, and the societal masculine and feminine ideals subordinate women and girls, denying them space to participate, be represented in decision making positions, and voice out their views. This demands capacity building in gender transformative approaches to change these household and community power dynamics and gender relations in all targetted Social Cash Transfer Programme (SCTP) communities to ensure that these communities embrace women social and economic empowerment.

Although the Ministry of Finance and Economic Affairs in collaboration with GIZ developed a Gender Mainstreaming Guidelines and Trainer of Trainers Manual for Social Protection, this manual is highly technical, providing broad guidance on gender mainstreaming focusing on processes such as identification of beneficiaries, provision of methods and rationale for targeting women. It does not stipulate how the targetted women can be socially empowered to make decisions, have a voice and sense of agency for the cash they get to support them move out of poverty. To sensitise targetted women to participate in decision making processes and positions within their households and communities, have a voice and sense of agency, and also address negative masculinity behaviours for men and boys to embrace these changes in power dynamics and gender relations respectively, there is need to develop a Gender Transformative Training Manual for Social Cash Transfer Plus Programme to support interventions aimed at social empowerment of women and adolescent girls.

Absence of a clear tailor-made gender transformative training manual for the SCTP to guide community level gender mainstreaming in social cash transfer is a limiting factor to realise the objectives of SP-GEAR which envisages a future which features equal gender relationships, opportunities and the same time empowered adolescent girls and women to have agency, voice and leadership skills to equally benefit from social protection; and men and boys who reflect on their own individual experiences, attitudes, and beliefs, as well as their interpersonal relationships and dynamics to challenge harmful social and gender norms and practices at the community level.

Through the SP GEAR Programme, it is anticipated that gender transformative programming approaches in social cash transfer plus programme will facilitate community level self awareness, and reflection, reinforcing positive gender sensitive behaviours to empower women and adolescent girls economically and socially to make decisions on issues affecting them and their children well being; gain independence to have a sense of agency and voice for improved family and community relationships. This can only be achieved if frontline community workers, households, communities, and individual women and men are sensitized on the gender transformative programming approaches to improve household and community gender dynamics and relations using the harmonised gender transformative manual.

To achieve the above aspirations, UNICEF in collaboration with the Ministry of Gender, Community Development and Social Welfare (MoGCDSW) wishes to develop a comprehensive Gender Transformative Training Manual for SCTP to facilitate gender transformative capacity development activities for both community level workers and targetted cash plus targetted households. The Manual will facilitate and contribute to the realization the objectives of the National Strategic Plan for Social Cash Transfer Programme aims to enhance the quality of life and resilience for the poorest of the poor and others affected by shocks and lifecycle vulnerabilities. This aligns with the specific MW2063 commitment that, *“We shall improve the shock-sensitivity of the social protection system for the poor, marginalized and vulnerable groups by stimulating their*

¹ [Social Protection and Its Effects on Gender Equality A literature review.pdf \(unicef-irc.org\)](https://www.unicef-irc.org/publications/10)

ability to prepare for, cope with and adapt to shocks". The envisaged manual should be practical with a lot of illustrations depicting the experiences of women and men at household and community levels and provoke changes to gender discriminatory norms, roles and practices.

It is based on this background that UNICEF and MoGCDSW requires the services of a consultant to develop a well designed Gender Transformative Training Manual for the Social Cash Transfer Programme to support training of government officers, frontline workers and community level workers to empower women and adolescent girls and also transform negative masculinity behaviours among men and boys. This initiative will be complemented by the GBV Risk Assessment of the SCTP that is also planned in 2024.

PURPOSE OF THE ASSIGNMENT

The purpose of the assignment is to develop a Gender Transformative Training Manual for SCTP to facilitate transformation of discriminatory gender norms, roles and practices at individual, household and community levels. It is anticipated that the manual will improve community level self awareness, and reflection, reinforce positive gender sensitive behaviours to empower women and adolescent girls economically and socially to make decisions on issues affecting them and their children well being; gain independence to have a sense of agency and voice for improved family and community relationships.

The specific objectives of the training Manual are:

- To facilitate harmonized capacity building in gender transformative programming approaches for SCTP.
- To support government frontline staff with requisite tools and aids to better mainstream gender issues in SCTP.
- To guide facilitators at different levels on gender transformative programming in social cash transfers training and monitoring changes.

SCOPE OF WORK/OBJECTIVES

The manual should use both gender transformative approach and social ecological model.

A gender-transformative approach addresses gender inequalities, remove structural barriers, such as unequal gender roles and rights and empower disadvantaged populations. Practically, this means working for change in: laws and policies, systems and services; distribution of resources; norms, beliefs and stereotypes; and behaviour and practices. The approach therefore pays attention to all three critical dimensions of change: policies, legislation and budgets, formal systems and services, and underlying social structures, and demonstrates at least an intent to address the core dimension, a change in unequal gender power relations. This works well when it is combined with socio-ecological model (SEM) which recognises that a person's behaviour is influenced by many factors at various levels.

The Social Ecological Model principles influences shifts in unequal power relations at individual level (adolescent girls and young women) by strengthening the knowledge, education and skills that lead to women having voice, agency and empowerment; the interpersonal level (families and social networks) through behaviour and social change communication that influences shifts in gender norms; at the community level by ensuring that communities, systems and social networks are aware and demonstrate investments in girls and positive gender norms; the systems level and the policies and legislative by ensuring gender-responsive budgeting, laws, legal structures, social protection policies, labour's policies and workplace gender equity while engaging men throughout the different levels (individual, interpersonal, community, systems and policies) as allies.

The manual has to be clear, very elaborate, and interactive with illustrations to guide the frontline workers under the MoGCDSW to comprehensively address gender norms, engage men and boys, girls empowerment, and support girls-responsive systems. It should facilitate gender-equitable investments in children's education and health, in addition to increasing women's access to, ownership of, and use of household resources; facilitate to change of intra-household decision-making dynamics and practices, rebalancing power relations between women and girls men and boys which has

to be done by supporting women to develop the confidence to express and exercise their voice and agency within their households, and by reducing violence against women and children, reduce women multiple roles whereby promote male involvement in unpaid care work/domestic work.

The consultant has to deliver on the following tasks:

- Review the Gender Mainstreaming Guidelines and Training of Trainers Manual for Social Protection by Ministry of Finance and Economic planning, Umodzi Manual, Training Manual for Engaging Men for Gender Equality within graduation programme, Couple Training Manual, Household Approach Manual and other relevant gender manuals including gender transformative literature in social protection programming to identify similarities and differences to guide prioritization of topics for inclusion in the manual.
- Identify key concepts of gender inequality, power and resource redistribution at household levels to be considered in the manual.
- Identify the gender-related factors influencing the household decision-making process, women access to and control over household resources and the overall sense of agency and voice including women having multiple roles, the feminine and masculine ideals that bring gender divide in roles, power dynamics and the general power relations at household level and community levels that can be illustrated in the Training Manual.
- Investigate the influence of socio-cultural norms and practices on the women's failure to make decisions; examine the role of the community in addressing gender barriers and enhancing women's participation in decision-making, participation, and representation in community governance structures; examine the attitudes of community leaders, men and boys towards women and adolescent girls voice, sense of agency, participation, and presentation in governance structures to identify areas for the manual.
- Conduct consultations with social protection programme staff, GIZ, EU, government MoGCDSW staff and selected implementing partners to identify gaps/issues and strategies to enhance gender integration in social protection to benefit every individual at household level and transform discriminatory gender norms, roles and power relations among others.
- Identify areas of focus for the Gender Transformative Training Manual that would transform negative gender norms and practices in the targeted communities.
- Develop/adapt the Gender Transformative Training Manual for Social Cash Transfer Programme based on the findings from above tasks.

This assignment will be done in five phases as follows:

Phase I: Develop an Inception Report

- Conduct literature review Gender Mainstreaming Guidelines and Trainer of Trainers Manual for Social Protection Programmes (GoM, 2023), Umodzi Manual, Couple Training Manual and Household Approach Manual from Ministry of Agriculture and any other other relevant manuals on gender transformative programming in social protection including key relevant documentation such as findings and recommendations of the social protection evaluation/assessment reports.
- Develop and submit an Inception Report which should, inter alia, stipulate methodology and work plan with clear deliverables and submission dates.
- Present the draft Inception report to the stakeholders for input.

Phase II: Development of Draft Gender Transformative Training Manual for Social Cash Transfer Programme

- Conduct a comprehensive desk review to identify gender barriers in social cash transfer plus programme affecting social and economic empowerment of vulnerable women and adolescent girls.
- Conduct consultations with Government MoGCDSW, Local Government, UNICEF staff (Social Protection, Nutrition, Education, SBC, Social behaviour change and Gender) and selected implementing partners to identify key strategic gender barriers and strategies for addressing these barriers affecting women and adolescent girls' empowerment and access to services.

- Draft the Gender Transformative for Social Cash Transfer Programme Training Manual adapting the Gender Mainstreaming Guidelines and Trainer of Trainers Manual for Social Protection, Umodzi Manual and Household Approach Manual.

Phase III: Finalization of the Draft Gender Transformative Training Manual for Social Cash Transfer Programme

- Present the draft Manual to stakeholders to validate and build consensus on the Manual including pre testing.
- Integrate input from technical working group to finalise the draft Manual.
- Pre test the draft Manual in collaboration with UNICEF
- Submit the final Gender Transformative Training Manual for Social Cash Transfer Programme.

Phase IV: Facilitate Pre testing and Translation of the Gender Transformative Training Manual

- In collaboration with UNICEF, facilitate translation of the Training Manual.

Phase V: Training for Trainers in Gender Transformative Programming Approaches in Social Cash Transfer Programme

- In collaboration with GIZ and MoGCDSW, conduct Training of Trainers (Gender Officers, Community Development Assistants, Social Welfare staff) in Gender Transformative Programming Approaches in Social Cash Transfer Programme.

REPORTING REQUIREMENTS

To whom will the consultant report (supervisory and any other reporting/communication lines):

The consultant will report to UNICEF's Chief of Social Policy Section and regularly coordinate with Gender Specialist based in Lilongwe. The consultant will consult and interact with Social Policy and other UNICEF technical staff, government counterparts, Implementing Partners and Gender Programme Specialist.

What type of reporting will be expected from the consultant and in what format/style will the submissions of reports/outputs be done:

- The Gender Consultant will, on daily basis, work closely with the Gender Programme Specialist but will report to the Chief of Social Policy through the Gender Programme Specialist. The Gender Consultant will also work closely with the Social Policy technical staff, Technical Working Group (comprising UNICEF Social Policy programme staff, Nutrition, Social Behavior Change and Child Protection, CSOs, government officials (MoGCDSW) to provide technical guidance and quality assurance through this assignment).
- The Gender Consultant is expected to provide weekly updates and submit fortnightly updates/reports through email and other online platforms on the assigned work in accordance with the agreed outputs/deliverables with UNICEF.
- The consultant is expected to attend physical meetings in the office and virtual as required.

How will the Consultant consult and deliver work, and when will reporting be done:

- The Gender Consultant will provide weekly updates and submits fortnightly updates highlighting progress towards achieving deliverables based on an agreed work plan and deliverables.

How will consultant consult and deliver work and when will reporting be done:

- The Gender Consultant will be field-based in his/her home with regular presence in the UNICEF office for required technical and briefing meetings. In the first week of the month after signing the contract, the consultant will produce an Inception Report detailing methodology, with clear work plan outlining the key deliverables in consultation with the contract supervisor.

EXPECTED DELIVERABLES
Table 1: Expected Deliverables against Task and Milestones`

In alignment with the scope of work, as described above, the Gender Consultant will be expected to perform and complete the following activities and deliverables as per the schedule and estimated dates below. It is envisaged that the entire consultancy will be for a total of 60 working days spread over a four month period from 2nd May to 30th August, 2024. Please note that weekends are not included as work days, and there will be no double payment for the same days should the Consultant work on two different activities simultaneously.

EXPECTED DELIVERABLES

In alignment with the scope of work described above, the consultant will be expected to perform the following activities and deliverables per the schedule and estimated dates below as well as any other activities as deemed necessary and related to the successful delivery of the assignment.

Table 1: Expected Deliverables against Task and Milestones`

Task/Milestone	Deliverable/Outcome (e.g. Inception, progress, final reports, training material, workshop, etc.)	Estimated # of days	Planned Completion date	% and amount of total fee payable
Phase 1: Development of an Inception Report <ul style="list-style-type: none"> • Conduct literature review of Gender Mainstreaming Guidelines and Trainer of Trainers Manual for Social Protection (MoFEA), Umodzi Manual, Couple Training Manual and House Approach Manual from Ministry of Agriculture and any other other relevant manuals on gender transformative programming in social cash transfer plus programme including key relevant documentation such as findings and recommendations from social cash transfer programme evaluation/assessment reports. • Develop and submit an Inception Report which should, inter alia, stipulate methodology and work plan with clear deliverables and submission dates. • Present the draft Inception Report to the Technical Working Group for input. • Finalise the Inception Report and submit 	Detailed Inception report clear methodology, Work Plan and specific deliverables and time frames	5	7 June 2024	10%

<p>Phase 2: Development of Draft Gender Transformative Training Manual for Social Cash Transfer Programme</p> <ul style="list-style-type: none"> • Conduct a comprehensive desk review to identify gender barriers in social cash transfers programme affecting economic and social empowerment of women and adolescent girls in Malawi. • Conduct consultations with selected implementing partners (government-Ministry of Gender, Local Government, Education), UNICEF staff (Social Protection, Nutrition, Social and behaviour change, education and Gender) to identify key strategic gender barriers and strategies for address the identified barriers affecting women and adolescent girls social and economic empowerment. • Draft the Gender Transformative Training Manual for Social cash Transfer Programme adapting the Gender Mainstreaming Guidelines and Trainer of Trainers Manual for Social Protection including Umodzi Manual and Household Approach Manual. 	<p>Draft Gender Transformative Training Manual for Social Cash Transfer Programme</p>	<p>25</p>	<p>9 August 2024</p>	<p>40%</p>
<p>Phase : III: Finalisation of the Draft Gender Transformative Training Manual for Social Cash Transfer Programme</p> <ul style="list-style-type: none"> • Present the draft Gender Transformative Training Manual for Social Cash Transfer Programme to the technical working group for input. • Integrate input from technical working group to finalise the draft Training manual. • Pre test the Manual with Government counterparts and UNICEF team. • Submit the final Gender Transformative Training Manual for Social Cash Transfer Programme 	<p>Gender Transformative Training Manual for Social Cash Transfer Programme</p>	<p>10</p>	<p>30 August 2024</p>	<p>10%</p>
<p>Phase IV: Facilitate Translation of the Gender Transformative Training Manual for SCTP Programme</p>	<p>Chichewa Version of Gender Transformative</p>	<p>15</p>	<p>28 September 2024</p>	<p>30%</p>

<ul style="list-style-type: none"> In collaboration with UNICEF, facilitate translation of the Training Manual into Chichewa 	Training Manual for SCTP Programme			
Phase V: Training for Trainers in Gender Transformative Programming Approaches in Social Cash Transfer Programme <ul style="list-style-type: none"> In collaboration with GIZ and MoGCDSW, conduct Training of Trainers (Gender Officers, Community Development Assistants, Social Welfare staff) in Gender Transformative Programming Approaches in Social Cash Transfer Programme 	Training Report	5	11 October 2024	10%
TOTAL		60		100%

However, as the actual starting date may impact the dates estimated in the TOR, a detailed workplan with exact timeframes and actual delivery dates will be jointly agreed upon between the consultant and the supervisor upon contract signature and which will be updated on a regular basis as needed.

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in TORs.
- Compliance with the established deadlines for submission of deliverables
- Quality of work
- Demonstrating high standards in cooperation and communication with UNICEF and counterparts
- Adherence to UNICEF's child safeguarding policy

PAYMENT SCHEDULE

All payments, without exception, will be made upon certification from the supervisor of the contract of the satisfactory and quality completion and submission of deliverables and upon receipt of the respective and approved invoice. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

The consultancy cost will be based on an all-inclusive fee basis which will include all cost related to this assignment including, professional fee, travel and living cost, transportation cost (fuel, car hire, etc), stationary, communications etc. No other costs are payable under this consultancy.

DESIRED COMPETENCIES, TECHNICAL BACKGROUND AND EXPERIENCE

Academic qualification:

- At least minimum of Masters Degree or PhD in Gender Studies, or Social Science, Anthropology, Sociology with specialization in gender and development.

Work experience:

- 10 years experience and 5 years' experience for masters and PhD respectively of professional work in the gender and social protection sector at both national and international level with proven experience in conducting sectoral gender barrier analysis in any relevant sector and development of training materials.
- Experiencing in conducting gender related research, assessment and auditing, development of gender training materials and facilitating gender training.
- Experience working with UN agencies and national government is an added advantage.

Technical skills, knowledge and strength areas:

- Essential: Knowledge of gender issues and the prevailing social and economic challenges faced by women in Malawi and specifically in social protection including social cash transfer programmes.
- Essential: Strong knowledge of child rights and women rights pertaining to developmental and humanitarian programming with a focus on social protection in general and social cash transfer programme in particular.
- Demonstrated technical expertise in conducting sectoral gender analysis and related capacity building at different levels.
- Good communication and writing skills.
- Excellent computer skills.

Language

- Excellent English and Chichewa written and oral skills

ADMINISTRATIVE ISSUES

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work.

As per policy on consultants, the individual will be expected to complete a list of mandatory training, including policies on Prohibiting and Combatting Fraud and Corruption, Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgement upon acceptance of the offer.

Before the issuance of the official contract, the individual consultant is requested to:

- complete the applicable mandatory trainings.
- ensure that the visa (where applicable) and health insurance required to perform the duties of the contract are valid for the entire period of the contract. The consultant is solely responsible for both the visa and own health insurance.
- the selected consultant is subject to confirmation of fully vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. The vaccine mandate, does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations, or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.

UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage candidates to disclose their disability during their application in case they need reasonable accommodation during the selection process and afterwards in their assignment.

Consultants must have their own equipment, tools and materials needed to perform their services. They will use their own laptops/computers, any application or system needed to complete the assignment.

The access to UNICEF email and system is restricted to UNICEF staff therefore consultants should not be granted access unless it is imperative to complete assignment. The need for email access will be determined in consultation with the contract supervisor and will require approval from management.

CONDITIONS

- The consultancy will be for a period of 4 months.
- The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.
- No contract may commence unless the contract is signed by both UNICEF and the consultant.
- The consultant will be based in in his/her home district and with frequent travels to UNICEF offices and selected districts for consultations.
- The consultant will be paid an all-inclusive fee (stationary, communication and other miscellaneous expenses) as per the stipulated deliverable and payment schedule.
- The consultant is not entitled to payment for overtime, weekends or public holidays.
- Transport will be provided to the consultant during in-country field travel, if planned and approved.
- No travel should take place without an email travel authorization from section prior to the commencement of the journey from the duty station.
- Standard UNICEF procedures will apply for invoicing and all other financial management requirements set out in the contract.
- Standard penalty clauses will also apply for late and poor-quality deliverables. The supervisor of the contract will provide the consultant with the criteria for the evaluation of the quality of each deliverable.
- Additional details of UNICEF rules, regulations and conditions will be attached to the contract.
- The consultant will not have supervisory responsibilities or authority on UNICEF budget.
- Individuals engaged under a consultancy will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants.
- Consultants are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.

HOW TO APPLY

Interested consultants should provide the following:

1. Curriculum Vitae
2. Brief technical proposal (no longer than five pages) demonstrating the consultant’s understanding of the assignment and approach/methodology to the assignment.
3. Financial proposal including a breakdown of their all-inclusive fees (including professional fees, travel, living cost, visa and other costs). Complete the attached form.



Financial
Proposal.xlsx

4. References details from at least 3 supervisors, including the current supervisor.