

United Nations Children's Fund

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title:	Funding Code:	Type of engagement	Duty Station:
Consultancy to conduct market analysis on job opportunities for adolescents and youth in Cabo Delgado, Mozambique	SC210675 – 50% SC210740 – 50%		Home Based, with short- term travel to Cabo Delgado

Purpose of Activity/Assignment: to produce a market analysis on the current socio-economic situation among adolescents and youth up to 18 years old. in IDP and Host Communities, with a specific focus on formal and informal job market opportunities and entrepreneurship in the target districts within Cabo Delgado Province.

Scope of Work:

The Market Analysis (MA) is pertaining to the European Union-funded *Promoting the Protection of children, adolescents* and young people in Northern Mozambique (EU IcSP) project, which UNICEF is being implementing in the Cabo Delgado Province in Mozambique between 2021and 2023. The EU IcSP project is focused on the empowerment of Children, Adolescents, and Young People (CAYP) with viable skills through alternative learning (AL) and vocational training (VT). On the programmatic level, the MA will produce and capture current trends, demands, opportunities and gaps related to AL, VT and income generating opportunities. The analysis will consider child rights, gender, disability, and equity approaches.

The aim of the MA is: (i). To evaluate the level of formal and informal employment among adolescents and youth in the selected districts in Cabo Delgado (both IDP and host communities); (ii). To verify which existing government and non-government coordination mechanisms are in place to improve employment services; (iii). To map the existing actors (private, public, NGOs, UN, academic, etc.) involved in the formal and informal employment and job market sectors; (iv). To verify the adolescents and youth interest in present formal and informal job market opportunities; (v). To map the existing actors (private, public, NGOs, UN, academic, etc.) involved in the provision of AL and VT to adolescents and youth; vi. to identify areas and sectors where VT interventions could take place and the partners that could be engaged in the implementation of the activities. All of the afore mentioned will be achieved taking into consideration at least gender, disability, socio-economic, and equity dimensions (geographic, etc.), including an analysis of the situation in both IDP and host community contexts.

In terms of geographical coverage, the MA will target the following 12 districts in Cabo Delgado: Pemba, Metuge, Ibo, Quissanga, Mueda, Palma, Montepuez, Balama, Namuno, Chiure, Ancuabe and Mocimboa da Praia.

1. Background and Context

Background

Cabo Delgado Province, the northern-most in Mozambique, and bordering Tanzania, is home to an estimated 2,267,715 inhabitants, of whom 50 per cent are children. The province is one of the poorest in the country, with 78 per cent of households considered poor. The situation has further deteriorated due to violence, recent climatic events, and the socio-economic consequences of the COVID-19 pandemic. As a result, Cabo Delgado has significant deprivations affecting the lives of children, with alarming rates of stunting, illiteracy, and child marriage. Nampula Province, Cabo Delgado's neighbour to the south, is the most populous province accounting for nearly 21 percent of the country's total population. Like Cabo Delgado, Nampula is among the poorest in Mozambique, and the province has significant deprivations following chronic underdevelopment which negatively impacts child survival and development.

The humanitarian crisis in Cabo Delgado Province continues to escalate as a result of insecurity and violence, leaving over 1.3 million people in need of urgent humanitarian assistance and protection. At the end of November 2022, the violence had displaced over 1.028.000 persons from the province, approximately half of whom are children. The rising insecurity, particularly the March attack on Palma town, is driving waves of displacements, deepening the food and nutrition crisis, and increasing protection and human rights violations, including grave violations against children, adolescents and young people (CAYP). Alleged rights violations against children include killing and maiming, rape and



other forms of sexual violence, recruitment and use of children, abduction, attacks on education and health services and other rights violations.

To date, more than 70 per cent of displaced people are staying with family and friends in host communities whose meagre resources and coping capacities are strained. Approximately 14 per cent are staying in temporary shelters and 13 per cent of displaced people are staying in collective centres which are overcrowded and have limited access to safe shelter, water and sanitation. The violence and displacements in Cabo Delgado have significantly heightened protection risks, especially for children and women. According to the preliminary data from the child protection risks and needs assessment in Cabo Delgado conducted by UNICEF and IOM in December 2020, with the support of the EU (ECHO), sexual abuse and violence, child trafficking, sexual exploitation, and child labour were identified as the highest child protection risks, followed by physical abuse and violence, neglect, early marriage and lack of documentation for children, with unaccompanied minors and separated children, adolescent girls and children with disabilities being the most exposed to all risks. Although quantitative data is not available, qualitative data identifies teenage girls to be at heightened risk of sexual abuse and exploitation and to be forced into early "marriages" while boys are reportedly recruited into armed groups. Mental health stands out as a major concern.

According to the Mozambique 2021 Humanitarian Response Plan, 544,000 children in Cabo Delgado, Nampula and Niassa need child protection interventions. Structures to support the needs of CAYP—whether monitoring and reporting of grave child rights violations, responding to their needs, preventing CAYP from joining armed groups, or ensuring the reintegration of those who are able to leave armed groups—are all insufficient. Systems of support, including education, empowerment of adolescents and youth, referral systems and child protection services especially at community level are all required urgently to care for the significant and growing needs of both displaced and non-displaced conflict-affected communities.

In addition, there has also been a rise in attacks on schools in Mozambique. By September 2021, 385 schools were affected by the crisis and 46 schools were destroyed. This has resulted in the displacement of over 96,274 students and 1,736 teachers. Even more concerning were the killings of six teachers over this same time period. Mozambique endorsed the Safe Schools Declaration in 2015. The declaration is an inter-governmental political commitment to protect students, teachers, schools, and universities from the worst effects of armed conflict. Further aggravating the situation, the region is still trying to recover from the impact of Cyclone Kenneth which in 2019 caused damage to 185 schools, affecting 45,242 students and 966 teachers. Without access to safe and protective learning environments in such a volatile environment, girls face the risk of sexual abuse, early pregnancy and child marriage, while boys may be recruited into armed groups or forced out of school into child labour.

The COVID-19 pandemic has further upended systems of support, including schools and childcare, shining a spotlight on the importance of quality care for children and those who provide it – the invisible backbone holding up strong and resilient families, communities, and economies. Young people are frustrated with the few economic opportunities available, social marginalization, and a growing separation from traditional social structures, providing Non-State Armed Group (NSAG) opportunities to easier recruit young people into their ranks.

Insecurity along some of the provincial routes has cut off supply of food and goods, leaving thousands of people in heightened vulnerability. Simultaneously, the influx of people into safer areas of the province has left host community services strained and overwhelmed. The limited public services available prior to the conflict are struggling under the weight of the influx of displaced persons. Cholera outbreaks due to limited health and WASH services are spreading with the frequent movement of displaced persons and are taxing systems in Cabo Delgado and Nampula. Measles, malaria, and malnutrition are also a concern. Moreover, Mocimboa da Praia, Macomia, Quissanga, Muidumbe, and Palma Districts currently have restricted access due to insecurity.

Programme description

Through the EU IcSP project, UNICEF will ensure that CAYP has access to a variety of services which both promote and provide alternatives to engage with armed forces and armed groups, and help establish systems for CAYP who may have escaped or be informally/formally released from working with these armed actors. Access to innovative activities and



formal learning/employment options will aim to tackle the drivers of the conflict. UNICEF will aim at connecting adolescents and youth at risk with opportunities to be engaged on paths where their risk of being forcibly recruited or face other risk of recruitment, are significantly reduced. Targeting adolescents and youth at risk represents the most substantive element of the UNICEF's Children and Armed Conflict (CAAC) programming. The aim is to reach a significant number of adolescents and youth at risk, across accessible, service-supported districts in the north, with a CAAC-informed adolescent and education programmes, collectively aiming a building individual resilience against the impacts of armed conflict.

The interventions will be geared towards ensuring that young people are empowered with skills and knowledge and atrisk young people have equal opportunities to participate and access available services. Through participating in vocational, leadership, and employability trainings, young people will be equipped to access economic opportunities. In addition, adolescents and youth will be engaged in behaviour and social change communication on WASH, adolescent sexual and reproductive health, HIV, violence prevention, gender equality, disability inclusion, and a multisectoral community response approach through available and strengthened community platforms.

Project's Overall Objective: To promote protection of CAYP in Northern Mozambique through community engagement (using the socio-ecological model), access to services, and monitoring and reporting of grave violations against children.

Outcomes 1: Effective leadership and child protection coordination mechanisms are established and functional, including Child Rights Monitoring

• Output (1.1): A functioning Child Rights Monitoring, Reporting, and Response Mechanism is established alongside of enhancing the capacity building of key actors and strengthen related clusters for a coordinated and harmonized action for at-risk CAYP in the north, with support from Maputo.

Outcome 2: At-risk CAYP have access to social services and are offered alternative opportunities for learning, to prevent their engagement in the Armed Forces and Armed Groups (CAAFAG).

- Output (2.1) Communities benefit from resilience building mental health and psychosocial services (MHPSS) activities at the level of the individual, families and community interventions.
- **Output (2.2)** Community dialogue is strengthened to provide prevention strategies to mitigate risks for children in conflict and to promote behavioural change and social cohesion.
- Output (2.3) Key services (including legal, health and MHPSS) are strengthened to improve access and provide age and gender appropriate responses for children impacted by conflict, community-based referrals and self-referral options.
- Output (2.4) CAYP are empowered and equipped with skills through alternative learning and vocational training.

UNICEF is managing the technical and financial aspects of the project, while the following government and civil society stakeholders contribute to the implementation of activities:

Government institutions:

- Ministry of Education and Human Development
- o Ministry of Justice, Constitutional and Religious Affairs
- Provincial Education Directorate (DPE) Cabo Delgado
- District Education Office (SDJET) Metuge

Non-Governmental Organizations:

- o AVSI
- Street Child

2. Market Analysis purpose

Through the collection of primary data in the targeted districts as well as the analysis of existing and available secondary data related to labour market, the MA is expected to:



- 1. Evaluate the level of formal and informal employment among adolescents and youth in the selected districts in Cabo Delgado (both IDP and host communities).
- 2. Verify which existing government and non-government coordination mechanisms are in place to improve employment services.
- 3. Map the existing actors (private, public, NGOs, UN, academic, etc.) involved in the formal and informal employment and job market sectors.
- 4. Verify the adolescents and youth interest in present formal and informal job market opportunities.
- 5. To map the existing actors (private, public, NGOs, UN, academic, etc.) involved in the provision of AL and VT to adolescents and youth.
- 6. Identify areas and sectors where VT interventions could take place and the partners that could be engaged in the implementation of the activities.

All of the afore mentioned will be achieved taking into consideration at least gender, disability, socio-economic, and equity dimensions, including an analysis of the situation in both IDP and host community contexts.

The MA will use all of the above analysis and findings to guide the implementation of the EU IcSP project's activities, in particular to propose specific and practical strategies and sustainable opportunities to engage young people in education and employment.

Market Analysis Approach and Methods

The MA should adopt a mixed approach of participatory and documentary processes. It should be developed following international norms and standards for evaluation¹ and ethical principles², as stated in the UNICEF Evaluation Policy (2018). The selected MA consultant will use mostly qualitative data but also quantitative data, and cross-check information if/when possible/needed.

The MA consultant will clearly define the qualitative and quantitative data collection methods which will be applied during the fieldwork. The design should specify how data collection and analysis methods integrate disaggregating of data, including gender considerations, throughout the evaluation process, including to the extent possible, inclusion of girls and boys, women and men, as well as a range of project stakeholders.

The primary data sources will be collected through discussions with stakeholders, including in-depth interviews and focus group discussions. In addition, if wished, the consultant could utilize SMS Biz – UNICEF's digital youth engagement tool – to directly interact digitally with and collect data from adolescents and youth. The secondary data will be comprised of existing data, studies, surveys and more on labour market and other relevant information to achieve the MA's objectives.

Among others, the primary data collection and secondary data analysis is expected to assess the following vocational training and labour market indicators:

- Employment rate, by gender, age, and level of education
- Average nominal monthly income of employees
- Job/task-related measures of skill use at work
- Participation rate in apprenticeship
- Proportion of adolescents and youth with information and communications technology (ICT) skills, by type of skill (SDG 4.4.1)
- Participation rate of adolescents in formal and non-formal education and training organized by government and non-government stakeholders in the previous 12 months, by sex (SDG 4.3.1)
- Labour force participation rates
- Percentage of adolescents and youth who have found new jobs in the last year

¹ United Nations Evaluation Group: http: www.uneval.org/document/detial/1914

² For information about ethical principles for evaluation: http://www.unevaluation.org/document/detail/102



- Percentage of adolescents and youth in the target area who report to have improved their resilience
- Percentage of adolescents and youth forced into debt

Each of the above indicators and any other used in the MA will take into consideration at least gender, disability, and equity dimensions, and include analysis of opportunities in both IDP and host community contexts.

The MA consultant is expected to carry out the following activities:

- **Initial briefing and document review**: Review and analysis of secondary data, focused on existing data and documents. Review of the project's intended results in the areas of education.
- Inception report: The report will be based on the analysis of key documentation and data provided. The MA consultant is expected to present a revised programme logic/theory of change, evaluative exercise approach, as well as methods for primary data collection and data analysis. The evaluative exercise questions should be further developed and include indicators and key sources of information. It should clearly specify methods and strategies for qualitative and quantitative data collection and analysis; strategies and instruments for fieldwork (questionnaires and interview protocols, sampling), and operational arrangements for fieldwork.
- **Primary data collection, analysis, and triangulation**: Includes primary data gathering in the field according to the work plan and tools proposed in the inception report. UNICEF will have initial briefings with the MA consultant in the preparation and during data collection in the fieldwork and support in setting up meetings with governmental and non-governmental partners.
- **Draft report of the market analysis exercise formulation and debriefing**: The MA consultant will submit a draft report based on the findings and inputs for UNICEF review. UNICEF will lead the internal discussions on the findings and share the results with main partners. The format of the draft report will be agreed upon and approved as part of the inception report.
- Final MA report: The report should take into account all inputs received from UNICEF and partners on the draft report. The MA report must follow the ethical guidelines of the United Nations Evaluation Group (UNEG) and UNICEF. This implies adopting an ethical conduct during fieldwork in the use and sharing of information and resources during the implementation of the MA. The MA consultant should also prepare a PowerPoint presentation and a four-page synthesis of the MA report to communicate the key lessons and recommendations in concise and accessible formats.

Important notes:

- Data archive: Data gathered as part of the consultancy shall be transferred to UNICEF in an organized archive
 that will permit follow-on users to replicate or extend the analysis. Suitable care should be taken in assuring
 the anonymity of respondents and documented in inception and final reports.
- All MA products (including dissemination products) should be submitted first in English and Portuguese. The financial proposal should include all-inclusive fees (including translation and missions).
- Monitoring work progress on deliverables which are not listed in the terms of reference (ToR) will be periodically required.
- The format of and page limits for the final deliverables will be decided as part of the inception period. A high
 value will be placed on products that are concise and communicate well with different audiences. Thus, the
 final products should be edited, translated into Portuguese and produced to include simple infographics and
 print layout in an easy-to-read format (Graphic design and translation may be subcontracted by the individual
 consultant).
- Payments will be processed upon acceptance of the corresponding deliverables and against an invoice that will reference the contract and deliverable numbers. Payments will be approved by the section chief.

Child Safeguarding	
Is this project/assignmen	t considered as "Elevated Risk Role" from a child safeguarding perspective?
⊠ YES □ NO	If YES, check all that apply:



Direct contact role YES NO If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:
The consultancy's data collection phase is expected to span over a period of approximately 6 weeks, with about 2 of those weeks taking place in the field, interacting directly with children, adolescents and youth, to collect the necessary data for the MA.
Child data role YES NO If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):
The consultant will likely manage personal-identifiable information of children, adolescents and youth during the consultancy's data collection and drafting, validation and completion phases, i.e. over a period of about 12 weeks.
More information is available in the <u>Child Safeguarding SharePoint</u> and <u>Child Safeguarding FAQs and Updates</u>

Tasks/Milestone:	Deliverables/Outputs:	Timeline (Start date and duration)	Estimate Budget	
 Inception phase Engagement with stakeholders on formulating and agreeing on MA questions Development of data collection tools and databases Preparation of draft inception report 	1. Draft inception report and tools Recipients: MA managers and key stakeholder group. 2. Presentation of the draft inception report and tools – in person or via video link – MA managers and key stakeholder group. 3. Final inception report (plus completed revision trail addressing all comments) Recipients: MA managers and key stakeholder group.	June 2023 (3 weeks)	15%	
 Data collection phase Field work plan Pre-testing and piloting of tools Enumerator training Preparation of interview transcripts Field work report 	4. De-brief/feedback with UNICEF staff and field report with summary of data collection activities.	June-July 2023 (6 weeks)	30%	
Drafting, validation and completion phase Data analysis and drafting	5. Validation of Preliminary findings, conclusions and recommendations – in person	July-August 2023 (6 weeks)	40%	



 Preparation of a PowerPoint presentation on emerging findings, conclusions, and recommendations Engagement with stakeholders on draft report review. Preparation of market analysis report and policy briefs. 	or via video link – MA managers and key stakeholder group. 6. A complete first draft MA report Recipients: MA managers and key stakeholder group.		
 Final approval Finalization of report: Before approval report will go through at least two revision rounds by MA managers and key stakeholder group against UNICEF Global Evaluation Reports Oversight System (GEROS) quality criteria. Preparation of summary PowerPoint presentation 	7. A final MA report (plus completed audit trail addressing all comments). The main findings should be visualized through graphs and infographics. Gender should also be included as a cross-cutting theme throughout the findings. 8. MA Summary Report Recipients: MA managers and key stakeholder group. 9. MA brief. A summary of the key MA points, with a maximum of 4 pages, illustrated with data and infographics. Recipients: MA managers and key stakeholder group. 10. Support in UNICEF dissemination efforts. Presenting and sharing the results in a web-based conference and supporting wider communication efforts upon request (e.g. executive summary brochure, etc)	September 2023 (3 weeks)	15%

4. Management Arrangements and Quality Assurance

The MA consultant will be recruited by and report to the Mozambique Country Office (MCO) Education Section with support from MCO Research Specialist – who is responsible for the quality assurance of the consultancy. The MA will require coordination and alignment with the involved areas of education, SPRING and child protection. The MA consultant will submit the deliverables to the Education focal point, who will circulate among the involved parties for feedback.

The MA team will interact with key UNICEF CO staff and partners, including national and subnational government representatives, EU representatives in the region, national and international NGOs partners, and beneficiaries.

Reports are required at each payment schedule. Inception report and draft final report will be subject to a satisfactory rating by an internal quality assurance process, using quality assurance checklists (provided in Annex A) before payment can be made.

5. Ethical Considerations



The MA consultant should adhere to the following UN and UNICEF norms and standards and is expected to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the MA process in their proposal. Copies of all these documents will be provided upon request:

- Unicef Procedure for Quality Assurance in Research
- Unicef Policy on Research
- United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System
- United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, including impartiality, independence, quality, transparency, consultative process
- Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis will guide the overall process
- UNICEF adapted evaluation report standards and GEROS
- The MA should incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis.

Owing to the envisaged participation of human subjects in the review, the review team should seek ethical review board approval either from a recognized Institutional Review Board in Mozambique or via UNICEF's LTA for ethical approval.

6. Expected Background and Experience of the Review team

The MA will be conducted by an individual consultant - national consultants are highly encouraged to apply. Shall the consultant wish to submit a proposal with an assistant researcher, it is encouraged to involve a young and emerging evaluator. The costs for engaging such an evaluator or other support staff will need to be included in the consultant's proposal.

7. Selection Process

Interested consultants are requested to submit their financial proposals CV, brief proposal for the MA methodology and approach; Financial offer (daily rate and overall fee including travels and DSA), and a written sample of their work. Each proposal will be assessed first on its technical merits and subsequently on its price.

The proposal with the best overall value, composed of technical merit and price, will be recommended for approval. The evaluation panel will first evaluate each response for compliance with the requirements of the ToR. Responses deemed not to meet all the mandatory requirements will be considered non-compliant and rejected at this stage without further consideration. Failure to comply with any of the terms and conditions contained in this ToR, including provision of all required information, may result in a response or proposal being disqualified from further consideration.

The selection of the consultant will be based on a "best value for money" principle. Interested candidates should, in addition to submitting their CV and cover letter, indicate their all-inclusive fees (subcontracting costs, etc.) for the services to be provided.

Note: this consultancy will mainly be conducted remotely but travel to Cabo Delgado is also expected for the collection of primary data. The office shall select the individual who quoted the lowest fee from the list of individuals who are deemed technically suitable for achieving all tasks in time. The technical evaluation criteria are stipulated below.

Technical Evaluation Criteria:

Item	Technical Criteria/Qualifications Max. Points		
1	Education	10	
1.1	Advanced university degree in Social Science or relevant discipline	10	
2	Work Experience	45	
2.1	At least 10 years in designing and conducting research/evaluations	15	
2.2	Technical skills in qualitative and mixed methods evaluation methodologies	15	
2.3	Work in development sector and in South-East Africa and/or Mozambique context	15	



3	Technical Proposal	45
3.1	Understanding of the scope, objectives and completeness of the study	25
3.2	Quality of the proposed Methodology	15
3.3	Quality of work samples	5
	Total Technical Score	100
	Minimum Technical for pass to financial assessment	60
	Only those candidates meeting the minimum technical score will be eligible for further review.	

Budget Year: 2023	Requesting Section/Issuing Office: Education, Anastacia Wilson		-	Reasons why consultancy cannot be done by staff: The specificity of technical skills required and time				
Included in Annual/Rolling Workplan: Yes No, please justify:								
Consultant sourcing: National International Both Consultant selection method: Competitive Selection (Roster) Competitive Selection (Advertisement/Desk Review/In			nterview)	Request for: New SSA – Individual Contract Extension/ Amendment				
If Extension, Justif	fication for extension:							
Supervisor: Oscar Boije		Start Date: 1 June 2023		End Date: 30 September 2023	30 September		Number of Days (working) 40	
Estimated Consult	ancy fee		Unit	Unit Pri		Init Price	Total (USD)	
Consultancy fee			40 working days					
Primary data collection			12 districts					
Travel International (if applicable)			1 round trip					
Travel Local			Up to 4 trips					
DSA (if applicable)			20 days					
Total estimated consultancy costs ⁱ								
Minimum Qualifications required:			Knowledge/Expertise/Skills required:					
Bachelors		 At least ten years of experience in the field of research/evaluation/evaluative exercises in development and public sector projects Demonstrated experience in leading evaluations and evaluative exercises Professional background in education / child and social protection and /or development interventions in low-income context Research and evaluation experience in the South-East Africa and/or Mozambique is highly desirable 						

	 Understanding Mozambique socio-economic and community context is required At least two positive references from previous clients Experience with the ethics of evidence generation; experience collecting data from vulnerable groups; familiarity with ethical safeguards Excellent abilities in presenting technical information for a non-technical audience Fluency in both English and Portuguese is required 			
Administrative details: Visa assistance required: Transportation arranged by the office: Payment will be made upon delivering of the deliverables listed above that meet UNICEF quality standards. Translations of review deliverables and interpretation services are the responsibility of the consultant and should be included in the bid.	☐ Home Based, with short-term travel to Cabo Delgado ☐ Office Based If office based, seating arrangement identified: ☐ IT and Communication equipment required: ☐ Internet access required: ☐			
Request Authorised by Section Head:	Request Verified by HR:			
Approval of Chief of Operations (if Operations):	Approval of Deputy Representative (if Programme)			
Representative (in case of single sourcing/or if not listed in	n Annual Workplan)			

Payment of professional fees will be based on submission of agreed deliverables. 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

Text to be added to all TORs:

Individuals engaged under a consultancy or individual contract 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 and Individual Contractors. Consultants and individual contractors 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.

ⁱ Costs indicated are estimated. Final rate shall follow the "best value for money" principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.