

**CALL FOR CONSULTANTS N°26/2023\_SPA/RAC\_IMAP-MPA**

**TERMS OF REFERENCE FOR THE PROVISION  
CONSULTING SERVICES**

**ELABORATION OF A BUSINESS PLAN FOR TYRE COAST NATURE  
RESERVE**

**June 2023**

# A. TECHNICAL SPECIFICATIONS

## Background and justification

### 1.1. SPA/RAC, 30 years of action for the Mediterranean

The Specially Protected Areas Regional Activity Centre (SPA/RAC) was established by the Contracting Parties to the Barcelona Convention in order to assist the Mediterranean countries in implementing the Protocol concerning Specially Protected Areas and Biological Diversity in the Mediterranean (SPA/BD Protocol) of the Barcelona Convention. Tunisia has been hosting the Centre since its establishment in 1985. The Centre works under the auspices of the United Nations Environment Programme / Mediterranean Action Plan (UNEP/MAP) - Barcelona Convention Secretariat, based in Athens, Greece.

SPA/RAC's main objective is to contribute to the protection, preservation and sustainable management of marine and coastal biological diversity in the Mediterranean and, in particular, the creation and effective management of marine and coastal areas of particular natural and cultural value and the conservation of threatened and endangered species of flora and fauna in the Mediterranean.

For more information, please consult: [www.spa-rac.org](http://www.spa-rac.org).

### 1.2. Rationale

This study is part of the implementation of the regional project "Towards achieving the Good Environmental Status of the Mediterranean Sea and Coast through an Ecologically Representative and Efficiently Managed and Monitored Network of Marine Protected Areas" ("IMAP-MPA Project"). This project is funded by the European Union (EU) - Directorate General for Negotiations for Neighbourhood and Enlargement (DG NEAR) through the European Financial Instrument of the 2018-2022 Green MED III-IEV South regional programme for water and the environment. It is coordinated and implemented by the UNEP/MAP Secretariat and executed through its programme for the assessment and control of marine pollution in the Mediterranean region (MED POL) and the Regional Activity Centre for Specially Protected Areas (SPA/RAC).

The IMAP-MPA project aims to contribute to :

- Achieving Good Ecological Status (GES) for the Mediterranean sea and coasts. Therefore, it proposes to consolidate, integrate and strengthen the ecosystem approach (EcAp) for the management of Marine Protected Areas (MPAs) and their sustainable development. This will be achieved by monitoring and assessing the ecological status of the Mediterranean Sea and its coastline, including MPAs, from a comparative and integrated perspective, and
- Improving the management of MPAs through the coordinated implementation of the roadmap for a comprehensive and coherent network of well-managed MPAs to achieve Aichi Target 11 in the Mediterranean and strengthening the integration of the Monitoring and Assessment Programme (IMAP) as part of this process.

Thus, the IMAP-MPA Project will consolidate the development of the Mediterranean network of ecologically representative, interconnected and effectively managed and monitored MPAs. This objective will be achieved by (i) improving governance and national policies relating to biodiversity, and (ii) classifying MPAs, preparing and implementing their management plans and improving their management through targeted actions.

In Lebanon, the main objective of the project in question is to ensure that marine and coastal areas are in Good Ecological Status (GES). Achieving the expected results will depend on the way in which these vulnerable areas are governed, the effectiveness of the management plans and the extent to which they are adapted to the various ecological and socio-economic dynamics.

The specific objective of the project is to develop a management plan for the Tyre Coast Nature Reserve with a view to effective management for the protection and conservation of its terrestrial and marine components. This work will be the result of cooperation and bilateral coordination between the Lebanese Ministry of Environment (ME) and SPA/RAC.

### **1.3. Study Area**

Tyre Coast Nature Reserve (TCNR) is one of the three Marine Protected Areas (MPA) along the Lebanese coast. It is situated between a longitude of 35° 12' East and a Latitude of 33° 17' North at c. 1-15 m of altitude (Annex 1), south of Tyre city. TCNR was declared a Lebanese nature reserve under Law No. 708 (attached in Annex 2) on the 5th of November 1998. The marine reserve has a total area of 126.82 km<sup>2</sup> comprising a terrestrial surface area of 1.763 km<sup>2</sup>, with 0.0612 km<sup>2</sup> of sandy beach and territorial waters of 125 km<sup>2</sup>. (Surface of the water area: 125 km<sup>2</sup> if we will count it till the territorial water, and 37.06 km<sup>2</sup> if we will count it only till the continental slope).

### **2. Objective**

The main objective of the IMAP-MPA project is to turn marine areas and coastal areas into protected areas that are well managed and well-integrated into their socio-economic environments, particularly in Lebanon and especially in the Tyre Coast Nature Reserve. Achieving the expected results depends on the way the area is managed, the effectiveness of its management, especially the degree to which it adapts to the different environmental and socio-economic dynamics, and the implementation of innovative and sustainable financing mechanisms for the development of the marine protected area. The purpose of this study is to develop a business plan for the Tyre Coast Nature Reserve.

### **3. TASKS AND EXPECTED RESULTS**

The short-, medium- and long-term financial strategy is one of the most important aspects in planning the activities of a future marine protected area.

It is important that the mission allows to develop a business plan for the Tyre Coast Nature Reserve that will lead to :

- Identify all investment and operating funds required;
- Determine the sources and funds available for conservation and development activities; and
- prioritise conservation and development activities over the medium and long term, taking into account potential changes in available funding.

It is also important to estimate the costs associated with the various programmes/activities on the basis of :

- a budget analysis organized by item of expenditure, to help identify expenditure that can be covered by the resources (human and material) already available; and
- an analysis organized by management programme/activity, which can support management choices by estimating the expenditure associated with each management programme.

In carrying out this mission, the tenderer will take care to identify the management costs of the future MCPA, which could in fact be broken down by expenditure item, distinguishing the operating costs, which would include expenditure on personnel, but also on equipment, periodic monitoring, investment costs related to the acquisition of new equipment, new infrastructures, training and education actions, and the performance of irregular scientific monitoring.

The goal of the study is to get an estimate of the financing gap for future years, i.e., how much budget is currently available with certainty compared to identified needs, and not to start with the "financial strategy" part and not to include anticipated revenues in the business plan for which there is currently no certainty, such as potential tourism revenues, blue carbon, etc. Finally, it is important to mention that this task should be carried out in close cooperation and consultation with the relevant officials of the Ministry of Environment and all authorities responsible for MCPA management in Lebanon, especially at the local level.

### **4. TIME DURATION OF THE CONTRACT, DELIVERABLES & TIMELINE**

The total duration of the study is 40 days from the date of signing the contract.

The various reports and their respective deadlines are listed in the table below:

<b>Task</b>	<b>Deadline</b>
Kick-off meeting with the consultant team to define the scope of work and develop a detailed work plan	7-10 days after signing the contract
Interim report on investment and operating financing requirements	15 days after signing the contract
Final version of the report on investment and operational financing requirements	5 days after submission of the report on investment and operational financing requirements
Draft version of the Business Plan including a detailed Word version explaining each identified need/revenue and an Excel version with the various spreadsheets	15 days after submission of the final version of the report on investment and operational financing requirements
Final version of the Business Plan (including all the documentation needed to carry out the assignment, such as photos in original format and in good/high resolution, database from the various surveys, Excel tables, questionnaires, etc.).	5 days after submission of the draft business plan.

It is important to note that the consultants are expected to attend technical consultation meetings with the competent national authorities and the SPA/RAC in order to define and coordinate the actions to be carried out as part of this service.

## **5. SKILLS AND EXPERIENCE REQUIRED OF CONSULTANTS**

This call for consultancy is addressed to consultants with :

- Proven experience in the development of financial sustainability strategies and/or plans and funding mechanisms for marine protected areas.
- Proven experience in coastal and marine protected area conservation, biodiversity and environmental issues, in particular marine protected area management.
- Proven experience in data collection and analysis.
- Demonstrated ability to work with a range of stakeholders at national and local levels.
- Knowledge of the Lebanese national context.

The group of consultants involved in this mission must include at least:

- A specialist (Expert E1) with proven experience in the financial sustainability and financing mechanisms of marine protected areas.
- A specialist (Expert E2) in the planning and/or development of marine protected areas.

At least one member of the proposed team must be fluent in Arabic to facilitate interaction with the various target groups, keeping in mind that some interviews/meetings at the national/local level should be conducted in Arabic.

A gender-balanced team is also highly recommended.

It is possible to propose two experts per field, but the lowest score will be used for the job evaluation.

## **B. ADMINISTRATIVE SPECIFICATIONS**

### **ARTICLE 1 - CONDITIONS FOR PARTICIPATION IN THE CONSULTANCY**

This consultation is open to consultants with proven skills in the development of strategies and/or plans for the financial sustainability and funding mechanisms of marine protected areas and in-depth knowledge and experience in the conservation of marine and coastal protected areas.

Individual consultants may associate with each other to form a consultant association to complement their respective areas of expertise, or for other reasons.

The Consultants team should be composed of two consultants, with a clearly identified leader who will be the legal representative of the consultant association.

### **ARTICLE 2 - COMPOSITION AND PRESENTATION OF OFFERS**

The submitted offer must include separately: (i) a technical offer, (ii) administrative documents, and (iii) a separate financial offer.

The services provided as part of this assignment consist of an overall fixed and non-revisable cost.

#### **2.1. Technical offer**

It must contain:

1. A cover letter outlining the consultant's suitability for the job.
2. A curriculum vitae (CV) for each expert including: high education (at least 4 years of higher education) with copies of their university diplomas, qualifications, professional experience, and references to previous relevant works and publications highlighted **in bold** and particularly relevant studies.
3. Documents/URL links/certificates that support the relevant references presented.
4. A detailed methodological note presenting the consultants vision for the project and how it mirrors the assignment objectives and scope, the methodological approach, organization of the work, and comments on the terms of reference, if needed.
5. A detailed time planning schedule, organization and sequential chronogram of intervention of the team experts, the consulting firm intends to apply to implement this mission.

The selection process may include interviews (through a teleconferencing platform), as well as a pre-selection phase followed by requests for complementary information / negotiation if required.

#### **2.2. Administrative documents**

The administrative folder should include the following administrative documents:

1. Document certifying the ability to practice this profession (registration certificate, for example) according to the legislation of their country with the tax number on it.
2. A sworn statement that the bidder is in no situation that could in any way be incompatible with the mission or compromise independence in carrying out the mission.
3. Terms of reference signed (date, signature and stamp of the provider at the end of the document).

Should any of the administrative documents be missing, the tenderer will be contacted to complete the missing offer documents within a period of five (5) days. If after a period of five (5) days, the documents are still not complete the offer will be eliminated.

## 2.3 Financial offer

The financial offer must be expressed in **United States Dollars (USD)**, in both **tax-free** and **all tax-included prices**. It should include all the costs connected to the provision of the service.

**The financial offer should also include;**

- A 'Submission letter', using the template attached in **Annex 1**.
- 'The details of the global price' using the template in **Annex 2**.

## ARTICLE 3 – SUBMISSION

Proposals must be received electronically at the following e-mail address: [car-asp@spa-rac.org](mailto:car-asp@spa-rac.org), before 28 June 2023 at 23h59 UTC+1 (Tunis Time). E-mails should have the following subject:

« **CALL FOR CONSULTANCY N°26/2023\_SPA/RAC\_IMAP-MPA- Elaboration of a business plan for Tyre Coast Nature Reserve - Applicant name** ».

Proposals received after this deadline will not be considered.

## ARTICLE 4 - ADDITIONAL INFORMATION

Should questions or need for clarification related to these terms of reference and their content arise, tenders may submit a written request by e-mail to: [car-asp@spa-rac.org](mailto:car-asp@spa-rac.org) ; cc: [atef.limam@spa-rac.org](mailto:atef.limam@spa-rac.org) , no later than two (2) calendar days before the deadline for the proposal submission.

## ARTICLE 5 - TERMS OF PAYMENT

The fees/payments relating to this contract, the amount of which is set out in the tender, will be paid within 30 days of receipt of the invoice and related supporting documents and/or validation by the SPA/RAC.

The terms of payment are as follows:

- 20% after the organization of the kick-off meeting with the consultants and the preparation of a detailed work plan duly approved by the SPA/RAC and receipt of an invoice;
- 30% of the total amount after receipt and validation of the report on investment and operational financing requirements;
- 50% of the total amount after receipt and validation of the business plan with details of the necessary strategy detailing (i) the sources and funds available for conservation and development activities and (ii) the conservation and development actions over the medium and long term based on the potential evolution of the funds available to optimise the budget and the needs to reduce the deficit. This payment is also conditional upon a certificate from the SPA/RAC attesting that the service provider has fulfilled all its contractual obligations and duties to the satisfaction of the SPA/RAC.

All payments will be made by bank transfer after the receipt of an invoice from the contractor. Payments shall be made to a bank account held by the contractor.

## ARTICLE 6 - EVALUATION PROCEDURE

The evaluation will be based on combined technical and financial criteria as follows:

### 6.1. TECHNICAL EVALUATION

A technical score will be awarded to each tender out of a maximum score of 100 points, on the basis of the following criteria:

1. Profile (experience and qualifications) of the consultants in relation to the subject of this assignment (55 points);
2. The proposed methodology for carrying out the assignment (35 points);
3. The detailed schedule and timetable (including an intervention chronogram) (10 points).

<b>Technical evaluation grid</b>			
<b>Criteria</b>			<b>Scoring</b>
Expert 1	Experience	Nature and number of studies on the financial sustainability and funding mechanisms of marine protected areas.	<b><u>30 points maximum</u></b> (10 points/study)
	Diploma	University degree (at least 5 years' higher education) in economics, rural economics, finance, accountancy or equivalent	<u>5 points maximum</u>
		University degree (at least 4 years' higher education) in the speciality applied for or equivalent	3 points
		A university degree in a field unrelated to that applied for	0 point (in this case, the tender is eliminated)
Expert 2	Experience	Nature and number of studies on the financial sustainability and funding mechanisms of marine protected areas.	<b><u>25 points maximum</u></b> (9 points/study)
	Diploma	University degree (at least 5 years' higher education) in economics, rural economics, finance, accountancy or equivalent	<u>5 points maximum</u>
		University degree (at least 4 years' higher education) in the speciality applied for or equivalent	3 points
		A university degree in a field unrelated to that applied for	0 point (in this case, the tender is eliminated)
Proposed methodology for carrying out the assignment	Well-developed methodology that responds precisely to the terms of reference		<b><u>35 points maximum</u></b>
	Methodology moderately developed and in line with the terms of reference		20 points
	Methodology insufficiently developed and more or less in line with the terms of reference		10 points
	Methodology not in line with the terms of reference or no methodology presented		0 point (in this case, the tender is eliminated)
Detailed planning and timetable (including an intervention chronogram)	A coherent, well-structured schedule and timetable that accurately reflects the terms of reference		<b><u>10 points maximum</u></b>
	Planning and timetable moderately coherent and structured but in line with the terms of reference		5 points
	Planning and Timetable not complying with the terms of reference or not submitted		0 point (in this case, the tender is eliminated)
<b>Total score (maximum 100 points)</b>			... points

Any tender that does not reach the minimum score of 80 points is eliminated. If no tender achieves 80 points, the tender procedure is declared unsuccessful.

Once the technical evaluation work has been completed, the Committee awards a final technical score to each tender.

## **6.2. Financial evaluation**

Once the technical evaluation has been completed, the financial offers of applicants that have not been eliminated during the technical evaluation will be examined.

The evaluation committee will check that the financial offers do not contain any obvious arithmetical errors. Any possible obvious arithmetical errors will be corrected, and the corrected figures will be taken into consideration.

The evaluation committee will then proceed to a financial comparison. The lowest financial offer that is judged acceptable will receive 100 points. The other offers will be attributed a score based on the following equation:

Financial score = (amount of the lowest accepted offer/amount of the offer in question) x 100

## **6.3. Conclusions of the evaluation committee**

The choice of the best offer is achieved by weighting the technical and financial scores using a distribution key of 80/20 basis. To this end :

- The technical score will be multiplied by a coefficient of 0.80.
- The financial score will be multiplied by a coefficient of 0.20.

The weighted technical - financial scores thus calculated will be added to ascertain the offer with the best technical and financial score.

If two offers obtain the same weighted technical-financial scores, preference will be given to the applicant in the following order:

- having obtained the best technical score.
- having obtained the best score for methodology.
- having obtained the best total score for experience and qualifications of experts.
- having proposed a gender-balanced team

Note: The selection process may include interviews (through a teleconferencing platform), as well as a pre-selection phase followed by requests for complementary information / negotiation if required.

## **ARTICLE 7- MONITORING, CONTROL AND VALIDATION OF THE WORK**

The contractor will work under the supervision of a monitoring committee to discuss, validate and finalise the various phases, tasks and deliverables.

The consultant will submit draft version of each deliverable. The consultant will submit the final version of deliverables as indicated in section 3 (TASKS AND EXPECTED RESULTS) and section 6 (TIME DURATION OF THE CONTRACT, DELIVERABLES & TIMELINE) of the technical specifications.



## **ARTICLE 8 – DURATION OF THE CONTRACT**

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The various reports and their respective deadlines are listed in the table below:

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It is important to note that the consultants are expected to attend technical consultation meetings with the competent national authorities and the SPA/RAC in order to define and coordinate the actions to be carried out as part of this service.

## **ARTICLE 9 - PENALTY**

In the absence of completion by the consultant of the services at his/her charge within the contractual deadlines envisaged in section 6 of the technical specifications (TIME DURATION OF THE CONTRACT, DELIVERABLES & TIMELINE), and Article 8 (DURATION OF THE CONTRACT), it will be applied as of right and without notice, a penalty of one two hundredths (1/200) of the total amount of the contract (All Taxes Included - ATI) for each calendar day of delay.

The amount of the late penalties will be deducted from the accounts. The amount of the penalties is capped at 10% of the total amount of the contract in ATI. When this threshold is reached, SPA/RAC reserves the right to terminate the contract at the holder's fault, in accordance with Article 14 (CANCELLATION CONDITIONS) below, without that the holder cannot raise disputes or claim any compensation.

## **ARTICLE 10 - INTELLECTUAL PROPERTY RIGHTS, OWNERSHIP OF DOCUMENT**

All legal rights throughout the world in works or inventions created by the provider in connection with the consultancy shall be allowed to SPA/RAC. The provider recognizes that such rights include, but are not limited to, copyright and other rights in written material, sound and video recordings (including films), maps, photographs, etc. as well as patents and other rights in inventions, and that the said rights enable SPA/RAC to control and authorize, where appropriate all publications, publicity material and other exploitation of the said works and inventions.

All the plans, drawings, software, photos, videos, data, presentations, study reports and any other documents, elaborated and submitted by the provider to SPA/RAC for the execution of the contract, will become and remain the property of SPA/RAC, and the consultant will submit them to SPA/RAC.

The provider does not have the right to use or copy the products resulting from this consultancy, whatever their form or their media, without the explicit written non objection of the SPA/RAC.”

## **ARTICLE 11 - ARBITRAGE, DISPUTE SETTLEMENT**

Every dispute arising from or in connection with this contract execution shall be solved by way of amicable negotiations by the parties. The contract is deemed to have been made in Tunisia and to be subject to Tunisian law. In case of dispute, the Court of Tunis is competent.

## **ARTICLE 12 - LIABILITY AND INSURANCE**

SPA/RAC does not accept any liability for acts of third parties, accidents, sickness, or losses of any kind, however caused arising during the implementation of the specific actions and the production of the relative outputs expected. The bidder confirms that they or any involved staff will be covered by appropriate insurance.

## **ARTICLE 13 - FORCE MAJEURE**

Force majeure means any event outside the control of a party so that it is impossible for one party to carry out his obligations or the implementation of these obligations becomes so difficult that it is considered to be impossible to carry them out under such circumstances.

The party which invokes force majeure must inform its co-contractor within seven (7) days of its occurrence so that the contractual deadline will be suspended with a joint agreement between the parties for the period which is covered by the case of force majeure.

SPA/RAC has a right to assess the circumstances of the impediments invoked by the holder as a case of force majeure to see if they are convincing, and if this should not be the case, then the days of discontinued work will be accounted for as days of delay.

Failure by either party to fulfil any of its contractual obligations does not entail a contract termination or failure to fulfil its contractual obligations if such a failure is due to a case of force majeure, if the party that finds itself in such a situation has done the following:

- a. has taken all the reasonable precautions and measures to allow it to comply with the terms and conditions of the contract; and
- b. has informed the other party of the event, as soon as possible. Any timeline given to a party for the execution of its contractual obligation will be prolonged by a period which is equal to the period during which that party was prevented from fulfilling its obligations.

Any timeline given to a party for the execution of its contractual obligations will be prolonged by a period which is equal to the period during which that party was unable to fulfil its obligations due to the case of force majeure.

## **ARTICLE 14 - CANCELLATION CONDITIONS**

SPA/RAC could cancel this contract through a notification in writing addressed to the tenderer after one of the events indicated in the following paragraphs:

- a. no respect for the deadline of the execution in the application of Article 8 (DURATION OF THE CONTRACT);
- b. in the case described in Article 9 (PENALTY) when the amount is capped at 10% of the total amount of the contract;
- c. non-conformity to the content of the service listed in the technical specifications of the present consultancy (section 3 of the technical specifications: TASKS AND EXPECTED RESULTS)
- d. If the tenderer goes bankrupt or into receivership.
- e. If, after a case of force majeure, the holder is unable to execute a substantial part of the Services for a period equal to at least sixty (60) days;
- f. If the tenderer was involved in corruption or fraudulent manipulations to obtain the contract or during the execution of the contract. For the purpose of the clause: a person is guilty of "corruption" if he/she offers, gives, solicits or accepts any kind of advantage in order to influence the action of a public official during the selection or the execution of the contract; and undertakes "fraudulent manipulations" which distort or denature the facts so as to influence the

- selection or the execution of the contract to the detriment of the borrower; by “fraudulent manipulations” is meant any agreement or collusive manipulation of the tenderers (before or after submitting the proposals) so as to artificially maintain the prices of the tenders at levels which do not correspond to prices which would have resulted from free and open competition and which deprive the borrower of the advantages of free and open competition; or
- g. If SPA/RAC, on its own initiative and for any reason whatsoever, decides to terminate the contract.

## **ARTICLE 14 – CONFLICT OF INTERESTS**

### **14.1. Prohibition of incompatible activities**

The contract tenderer, the personnel and agents must not engage, directly or indirectly, during the contract implementation period, in professional or commercial activities which could be incompatible with the activities with which they have been entrusted due to the present contract.

### **14.2. non-participation of the holder and his associates in certain activities**

The tenderer and his associates are prohibited, during the contract duration and at the end of the contract period, to provide good, works or services means for any project stemming from the services or closely connected with the present contract services (except for the implementation of the present contract services and their continuation).

## **ARTICLE 15 - PROVISIONAL AND FINAL ACCEPTANCE**

The provisional acceptance is pronounced after complete completion of the services covered by this consultancy i.e., after the completion of the service described in section 3 (TASKS AND EXPECTED RESULTS) of the technical specifications, and Article 8 (DURATION OF THE CONTRACT). The provisional acceptance will be pronounced only in the case of complete conformity deemed conclusive by SPA/RAC and a provisional acceptance report issued by the SPA/RAC no later than 30 days from receipt of the deliverables and at the written request of the service provider and the signing of a report of completion of the work/services jointly by the service provider and SPA/RAC. The Service Provider shall, however, correct any deficiencies identified by the SPA/RAC upon completion of the various phases.

Final acceptance will be given one (1) month after the date of provisional acceptance without reservation of the contract. The final acceptance report will only be delivered once the service provider has fulfilled all his obligations resulting from sections 3 (TASKS AND EXPECTED RESULTS) and section 4 (TIME DURATION OF THE CONTRACT, DELIVERABLES & TIMELINE) of the “Technical Specifications” and after corrections of all deficiencies signalled by SPA/RAC.

**ANNEX 1 SUBMISSION LETTER**

I, the undersigned (Lead expert), after having taken due note of the dossier documents of the call for consultancy N° ..... launched by ....., pertaining to a mission of ..... I hereby pledge to execute the requested services in conformity with the provisions defined in the documents referred to, for the prices as established by myself without taking into account the taxes and knowing that the stamp duties and registration are to be covered by the insurer. The total price of the bid is ..... ( ) EURO ATI.

I take due note of the fact that you are not obliged to proceed with the tendering procedure and that I cannot claim a compensation.

I pledge that the conditions in my offer will remain valid for a period of one hundred and twenty days (120 days) starting from the day after the date for the deadline for the receipt of tenders.

SPA/RAC pledges to pay the amount after the signing of a contract into the bank current account of the Bank ..... In the name of ..... Under the number of ..... RIB (BIC – IBAN) .....

In ....., on .....

(Name, first name and function)  
Right for submission (Signature)

**ANNEX 2**

**DETAILS OF GLOBAL PRICE**

The tenderer, in support of its bid, should provide a breakdown of each unit price according to the following model:

Designation	Unit price (\$)	1 <sup>st</sup> phase		2 <sup>nd</sup> phase		Total phases (1+2)	
		Duration	Sub-total	Duration	Sub-total	Duration	Sub-total
<b>Expert 1</b>							
<b>Fees Expert 1</b>							
<b>Other fees frais</b>							
Other costs necessary for the proper performance of this assignment							
<b>Sub-total/Expert 1</b>							
<b>Expert 2</b>							
<b>Fees Expert 1</b>							
<b>Other fees frais</b>							
Other costs necessary for the proper performance of this assignment							
<b>Sub-total/Expert 2</b>							
<b>Sub-total/phase</b>							
						<b>Total (\$)</b>	

Amount of the offer is fixed at the sum of..... All Taxes Included (ATI).

**(Signature of the bidder)**