

Terms of Reference For Institutional Consultancy

Title:	<i>Institutional Consultancy: Institutional Capacity Needs Assessment (ICNA) of the Committee of Housing and Communal Services (CoHCS) under the Government of the Republic of Tajikistan</i>
Consultancy Mode:	National ☐ International ☒
Type of Contract:	Institutional
Mode of Selection:	Competitive ☒ Single Source ☐
Location	<i>Dushanbe, Tajikistan (with potential subnational missions/consultations)</i>
Duration of Contract:	<i>6 months (120 working days)</i>

1. Background

The Committee of Housing and Communal Services (**CoHCS**) under the Government of the Republic of Tajikistan is the national authority responsible for steering, regulating, and coordinating the **housing and communal services sector**, including water supply, sanitation, wastewater management, and solid waste management. The Committee was **formally established by Government Decree No. 436 of 31 July 2024**, titled “On the Committee of Housing and Communal Services under the Government of the Republic of Tajikistan”, which approved its mandate, structure, and staffing and authorized its financing from the republican budget. The Committee’s institutional, regulatory, and administrative functions were subsequently **operationalized in 2025**, marking a key milestone in the modernization of communal services governance in Tajikistan.

CoHCS has been designated as the **regulatory and lead governmental entity** for the implementation **State Program for Drinking Water Supply and Wastewater Disposal Program for 2025 – 2029**, also referred to as the **State Program for Water Supply and Sanitation**. This Program constitutes the Government’s primary five-year framework to expand access to drinking water, rehabilitate and upgrade water and wastewater infrastructure, reduce water losses, strengthen service performance, and modernize regulatory and operational systems. It aims to mobilize financing from the national budget, local governments, development partners, and private investors to address sector gaps and ensure reliable, safe drinking water and sanitation services across the country. Water and sanitation service delivery in Tajikistan is carried out through a combination of municipal utilities, state-owned enterprises (including SUE KMK), and other service providers, with oversight and coordination functions shared across multiple government entities. Clarifying the evolving WASH sub-sector lead regulatory role of CoHCS within this institutional landscape is central to this assessment. Sanitation (including wastewater and sludge management) remains a critical but underdeveloped sub-sector, requiring stronger institutional coordination, regulation, and investment planning.

Implementation of the 2025 – 2029 Program directly supports the **National Water Strategy of the Republic of Tajikistan to 2040**, approved through **Government Decree No. 627 of 29 November 2024**. The 2040 Strategy sets long-term goals for integrated water resources management; modernization of drinking water and sanitation systems, digitalization and monitoring; investment and financing reforms; and climate and disaster risk resilience across the water sector.

To accelerate progress toward national development priorities and the Sustainable Development Goals (notably SDG 6.1, 6.2, SDG 11.1, etc.), **UNICEF will support CoHCS in conducting a comprehensive Institutional Capacity Needs Assessment (ICNA)** to diagnose institutional strengths, systemic bottlenecks, and capacity gaps across governance, regulatory, operational, financial, data, coordination, and accountability functions. The ICNA will generate a prioritized, costed capacity development roadmap aligned with national legislation and international good practice.

Based on the results of the ICNA, the World Bank and other development partners will consider leveraging their resources to support capacity building and institutional strengthening of CoHCS, ensuring that national reforms under the 2025–2029 Program and the 2040 Water Sector Strategy receive coordinated, sequenced, and evidence-based external support.

2. Purpose and specific objectives

This assessment focuses primarily on the **institutional capacity of CoHCS**, while also considering its role within the broader WASH sector ecosystem. Where relevant (e.g., protection of water sources, water quality monitoring, tariffs, service delivery, financing, regulation), the analysis will examine CoHCS' mandate, its interaction with sector institutions and state and non-state service providers (including the Committee for Environmental Protection, Ministry of Health and Social Protection and its State Sanitary Epidemiological Service, Geology Department, Antimonopoly Service, Ministry of Finance, service providers such as State Unitary Enterprise “Khojagii Manziliyu Komunali” (SUE KMK), Vodokanals that are managed by city municipalities, e.g. DushanbeVodoKanal, non-state service providers at sub-district levels, e.g. community based and privately operated water supply and sanitation facilities, etc.), and the implications for overall sector performance.

Purpose: To conduct a comprehensive ICNA of CoHCS and produce an actionable, phased (12–36 months) **capacity development plan** that strengthens governance, regulation, monitoring, coordination, inclusiveness, resilience, and accountability in the communal services sector.

Specific objectives, aligned to nine core capacity domains, include:

1. **Mandate and Legal Framework:** Assess clarity, completeness, and non-duplication of CoHCS powers; review coherence of laws, regulations, and secondary legislation.
2. **Organizational Structure and Governance:** Examine structure to function alignment, delegation, decision making, internal controls, and risk management.
3. **Human Capacity:** Review staffing levels and competencies in policy, regulation, economics, legal drafting, data analysis, monitoring and evaluation; HR systems, recruitment, performance management, and Continuous Professional Development (CPD).
4. **Financial Sustainability:** Analyze budget adequacy/predictability, funding mechanisms, public financial management, internal controls, and value for money.
5. **Processes and Regulatory Procedures:** Assess tariff setting (including methodology and cost recovery of the tariffs set), monitoring, licensing, inspections, and enforcement procedures; document workflow gaps and develop Standard Operating Procedures (SOPs) and Service Level Agreements (SLAs).
6. **Data Information Systems and Asset Management:** Review indicators, data flows, data governance, MIS (Management Information System), GIS (Geographic Information System), interoperability, analytics, and cybersecurity. Evaluate systems and practices for inventorying, maintaining, rehabilitating, and replacing physical water supply and sanitation infrastructure.
7. **Coordination, Collaboration and Partnership:** Map coordination mechanisms across ministries, subnational governments, state and non-state service operators, development partners, community based and civil society organisations, and the private sector engagement, public-private partnership (PPP) readiness, including legal, regulatory, financial, and human capacity of CoHCS and SUE KMK to design, procure, contract, and oversee private sector participation in WSS service delivery.

8. **Accountability and Monitoring:** Review Key Performance Indicators (KPIs), inspections, grievance redress, public reporting, and transparency mechanisms.
9. **Inclusiveness & Resilience:** Assess integration of Human Rights-Based Approach (HRBA), gender, pro-poor measures, emergency preparedness, and business continuity.

3. Scope of the assignment

The contracted institution will deliver a **participatory, evidence based assessment** culminating in a **prioritized, costed institutional capacity development roadmap** primarily for CoHCS, while also considering its role within the broader WASH sector ecosystem as stated in the Section 2 Purpose and objectives for this consultancy. The assignment covers:

- **Task 1 – Inception and Work Planning:** Conduct a kickoff meeting; confirm scope, stakeholders, ethics and data protection approach, and logistics. Submit an **Inception Report** with refined methodology, tools, stakeholder map, detailed workplan, and risks/mitigation.
- **Task 2 – Document and Legal Framework Review:** Systematically review laws, regulations, decrees, by-laws, guidance notes, tariff/licensing rules, strategies, organizational charts, job descriptions, budgets, performance reports, and existing SOPs. Identify mandate gaps, overlaps/duplications, and regulatory inconsistencies.
- **Task 3 – Organizational and Human Resources Diagnostics:** Analyze structure versus functions (span of control, delineation of roles, delegations); decision making processes, transparency, and internal controls. Assess staffing levels and competency profiles; recruitment, performance management, CPD, and succession planning.
- **Task 4 – Financial Sustainability and Public Financial Management:** Review funding sources, budget formulation/execution, internal controls, financial reporting, and constraints. Estimate resource needs to perform statutory functions and identify financing options.
- **Task 5 – Process Mapping and Regulatory Procedures:** Map end-to-end processes for tariff setting (cost recovery analysis or tariff adequacy as a financial sustainability in cooperation with the Antimonopoly agency taking into account the mandates of both governmental agencies), monitoring, licensing, inspections, and enforcement using charts and flow diagrams regarding governance, organogram, process mapping; identify bottlenecks and develop/update SOPs, checklists, templates, publication/appeal steps, and SLAs.
- **Task 6 – Information Systems and Data:** Assess data flows, indicator definitions, collection/validation practices, analytics and visualization; evaluate MIS/GIS architecture, interoperability, and data security; review dashboard use for leadership decisions and public transparency.
- **Task 7 – Inter-Institutional Coordination, Collaboration and Partnership:** Map interfaces and coordination mechanisms with line ministries/agencies, subnational authorities, regulators/inspection/antimonopoly authority, state and non-state water and sanitation operators, development partners, community based and civil society organizations, and private sector engagement, public-private partnership (PPP) readiness, including legal, regulatory, financial, and human capacity of CoHCS and SUE KMK to design, procure, contract, and oversee private sector participation in WSS service delivery.. Propose improvements, e.g. memorandums of understanding, working groups, information sharing protocols.
- **Task 8 – Accountability, Monitoring, Inclusiveness and Resilience:** Review KPIs, public reporting practices, inspection/sanction capacity, grievance redress and appeals, citizen engagement; assess integration of HRBA, gender and social inclusion, affordability measures, and emergency preparedness/business continuity planning.
- **Task 9 – Benchmarking and Capacity Maturity Scoring:** Apply a structured capability maturity model (1–5 scale) across the nine domains with evidence based scoring and justification. Benchmark selected practices against relevant international/regional comparators adapted to Tajikistan's context.

- **Task 10 – Validation and Roadmap Development:** Present preliminary findings and co-design a prioritized, costed capacity development roadmap (12, 24, and 36 months), with KPIs, roles, timelines, financing plan and resource mobilisation strategy, identifying funding sourcing for the roadmap, including contributions from the government budget, development partners, tariff revenues, sequencing, and risk mitigation.
- **Task 11 – Final Reporting and Knowledge Transfer:** Submit the Final ICNA Report with annexes (tools, scoring matrix, process mapping and regulatory procedures charts, flow diagrams, organizational charts, SOP drafts, stakeholder lists) and conduct handover briefings for CHCS and partners.

4. Methodology

The consultancy will apply a **mixed-methods, participatory** approach that includes:

- **Desk Review:** legal/regulatory instruments, strategies, budgets, SOPs, decisions, inspection reports, datasets, and MIS/GIS documentation.
- **Key Informant Interviews (KII):** with CHCS leadership and departments; line ministries and agencies; subnational authorities; operators for water supply, sanitation, wastewater, and solid waste; regulators/inspectors; competition authority (as relevant); development partners; civil society; and private sector representatives.
- **Focus Group Discussions (FGD):** where appropriate with operator associations, municipalities, user groups including women, youth, and vulnerable populations, frontline and mid-level CoHCS staff and tariff-paying customers among respondents.
- **Observation and facility visits:** on-site visits to ground-truth desk review and interview findings.
- **Survey instruments:** structured questionnaires for broader stakeholder groups to strengthen the evidence base.
- **Process Mapping:** regulatory cycles (tariff, licensing, monitoring, enforcement) with charts, flow diagrams, organizational charts, assignment and timeline analysis.
- **Capacity Maturity Scoring:** 1–5 scale across nine domains with explicit evidence and rationale.
- **Benchmarking:** relevant practices adapted to the context.
- **Validation Workshop(s):** technical validation (CoHCS, ministries) and broader stakeholder validation (development partners, civil society) confirm findings and co-create the roadmap.
- **Cross-cutting requirements:** data protection and privacy; conflict sensitivity; HRBA, gender, and inclusion; transparent documentation of assumptions and limitations.

5. Ethical considerations

The consultancy will be conducted in full compliance with the **UNEG Ethical Guidelines for Evaluation** and the **UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection and Analysis**. Ethical principles must be applied throughout all stages of the assignment, including planning, data collection, analysis, reporting, dissemination, and stakeholder engagement.

If the assignment involves **children or adolescents** – directly or indirectly – **ethical clearance must be obtained** by the contracted institution before commencing any engagement. All research involving minors must adhere to UNICEF's child safeguarding principles and ensure that risks are minimized and benefits maximized.

Core Ethical Principles

The consultancy must ensure:

- **Privacy and confidentiality:** Personal data must be protected, stored securely, and used strictly for the intended purposes. No identifying information should appear in reports without explicit consent.

- **Informed consent and assent:** Participants must be fully informed about the purpose, procedures, risks, and benefits of the review. Where children are involved, both parental consent and child assent are required.
- **Voluntary participation:** All individuals must be informed that participation is voluntary and that they may withdraw at any time without consequences.
- **Do-No-Harm:** Interactions must be conducted sensitively, avoiding distress, stigma, discomfort, or unintended negative consequences. Additional safeguards are required when engaging vulnerable and marginalized groups.
- **Conflict of interest disclosure:** Reviewers must declare any actual or potential conflicts of interest to ensure impartiality and transparency.
- **Cultural sensitivity:** The team must respect local customs, practices, beliefs, and social norms throughout the assignment.

Responsibilities of the Review Team

- Clearly explain to all participants the **purpose, scope, and intended use** of the data collected.
- Ensure methods are appropriate for engaging diverse groups, including **women, children, persons with disabilities, ethnic minorities, and climate vulnerable communities**.
- Protect anonymity and ensure that no statement or case can be traced back to an individual or consumers at the community level without consent.
- Conduct interviews, consultations, and workshops with integrity, professionalism, and cultural competence.
- Implement robust data protection measures consistent with UNICEF standards.
- Throughout the entire process, the review team must uphold the highest standards of **ethical integrity, respect, and accountability**, ensuring that participation is safe, meaningful, and empowering for all stakeholders involved.

6. Work plan

Work plan* (120 working days over 6 months):

Phase	Activities	Working Days
1. Inception and Planning	Kick-off; confirm scope/methods/tools; stakeholder mapping; Inception Report	10
2. Document and Legal Review	Review legal/regulatory framework; org charts/JDs; budgets; SOPs; decisions; datasets	20
3. KIIs/FGDs and Field Validation	Conduct KII/FGD ; subnational visits (as needed)	20
4. Process Mapping and Analysis	Map tariff/licensing/monitoring/enforcement; regulatory procedures charts, flow diagrams, organizational charts; compile evidence base.	25
5. Maturity Scoring and Benchmarking	Apply Capacity Maturity Scoring 1–5 scoring across nine domains; identify gaps/risks	15
6. Draft ICNA and Validation	Prepare Draft ICNA ; 2 validation workshops (technical validation with CoHCS and core governmental and development partners and broader stakeholder validation with government, development partners, civil society, private sector); feedback log	15
7. Final Report and Roadmap	Final ICNA; costed capacity development roadmap ; handover/presentations	15
	Total:	120

* Detailed calendar dates will be confirmed in the Inception Report; phasing may run in parallel where feasible without affecting quality or participation.

7. Deliverables and payment schedule

Deliverables*	Timeframe (Working Days)	Payment
Inception Package: Inception meeting; methodology/tools; stakeholder map; Inception Report	10 days – by August 15, 2026	30%
Diagnostic Package: Legal/organizational/HR/finance/process review; data systems assessment; preliminary scoring and process maps	80 days – by November 30, 2026	50%
Draft ICNA and Validation Reports; validation workshops: technical validation with CoHCS and core governmental and development partners and broader stakeholder validation with government, development partners, civil society, private sector; feedback log Final ICNA and Costed Roadmap Package: Final report with annexes; KPIs/results framework; roles/timelines/costing; presentations	30 days – by January 31, 2027	20%
Total:	120 working days	

* UNICEF may withhold payment in whole or in part if performance is unsatisfactory, work is incomplete, not delivered, or deadlines are missed.

8. Management and supervision

The consultancy will be managed by the WASH Specialist under the overall supervision of the Climate Energy, Environment and Disaster Risk Reduction (CEED) Section Chief of the UNICEF Tajikistan Country Office, in partnership with the Committee of Housing and Communal Services under the GoT, in close coordination with the World Bank and engagement of relevant governmental and development partners. CoHCS is expected to formally sign off on findings and recommendations.

UNICEF will be responsible for:

- Overall coordination and technical oversight of the assignment.
- Facilitating access to key stakeholders, national data sources, and relevant documentation.
- Convening inception, review, and validation meetings being backed up by logistical and programmatic support from the consulting firm.
- Reviewing and providing timely feedback on all submitted deliverables.

The selected institution will designate a team lead who will serve as the main point of contact throughout the assignment. Regular coordination calls will be held between UNICEF and the institution to track progress, discuss emerging issues, and align on deliverables.

The institution is expected to work independently but in close consultation with UNICEF and government counterparts to ensure national ownership and alignment with sector priorities. While operating in close consultation with UNICEF and national stakeholders, the consulting institution will maintain full **analytical independence** in data collection, analysis, findings, and recommendations.

The contracted institution will be fully responsible for the following costs and logistical arrangements:

- **Travel and Field Missions:** All international and in-country travel costs, accommodation, Daily Subsistence Allowance (DSA), and meals, visa costs, travel insurance, and airport transfers
- **Workshops, Meetings, and Consultations:** Organization and financing of all national and subnational workshops and meetings; venue hire, catering, and interpretation services; participant per diems (if required) and local transportation; Event logistics, including materials preparation, facilitation, and reporting.

The bidder will also be responsible for the technical preparation of workshops, facilitation of discussions, documentation and reporting of outcomes. UNICEF will support issuing invitation letters and facilitating required government permits and approvals.

9. Reporting requirements

The contracted institution will be responsible for preparing and submitting all reports, documentation, and knowledge products in accordance with the approved work plan and quality standards. All reports must be submitted to the **UNICEF Tajikistan CO WASH Specialist, who is part of the CEED-WASH Section** and shared with **the World Bank Country Office and Committee of Housing and Communal Services (CoHCS)** as appropriate.

All submissions must be provided in:

- **English and Tajik**
- **Editable formats** (Microsoft Word, PowerPoint)
- **Final PDF versions in English, Tajik and Russian**
- **Electronic submission** via email or secure file transfer (no hard copies required unless specifically requested)

During the assignment, the contractor shall prepare and submit **all draft deliverables in both English and Tajik** for review by UNICEF and government counterpart. The consulting institution shall cover all associated translation costs. If requested, the contractor is also responsible for printing a limited number of draft reports (not more than 10 copies) for consultation and validation purposes with the governmental counterparts. As the final version in English and Tajik will be finalized the bidder shall prepare and submit the final Russian version of the reports.

UNICEF confirms that final deliverables must follow standard UNICEF templates in English, Tajik and Russian. The assignment **does not include funding for professional editing, layout, or graphic design services**. Printing and production of the **final approved versions** of documents will be covered by UNICEF.

Submissions include:

- **Inception Report Package:** methodology; analytical framework; stakeholder plan; data/ethics; workplan and timeline.
- **Diagnostic Package:** document compendium; process maps; regulatory procedures charts, flow diagrams, organizational charts; preliminary scoring matrix; stakeholder lists.
- **Draft ICNA Report:** findings across nine domains; gap/risk analysis; preliminary recommendations.
- **Validation Materials:** presentation; minutes; feedback log.
- **Final ICNA Report and Costed Capacity Development Roadmap:** 12/24/36-month actions; KPIs; roles; timelines; resource needs; risk management plan), plus a **2 – 4 page policy brief** and presentation deck.

All reports must be evidence-based, clearly written, and actionable, with consistent integration of HRBA, gender, inclusion, and resilience considerations.

10. Qualification requirements/specialised knowledge/experience required to complete the task

The selected institution must demonstrate the technical capacity, contextual understanding, and relevant experience to deliver the assignment effectively within the specified timeframe. The following qualifications are required:

1. Experience in Tajikistan or the Central Asia/CIS region or demonstrated ability to collaborate with national institutions. Operational Presence in Tajikistan is an advantage.
2. A multidisciplinary team with advanced degrees in relevant fields such as climate-resilient water and sanitation, water resources management, institutional development, economics and investment planning, development studies and monitoring.
3. At least 5 years of proven institutional experience in climate risk analysis, WASH sector assessments, or systems-level technical support in development or humanitarian contexts.
4. Demonstrated experience applying participatory and consultative methods to policy analysis, systems assessments, and stakeholder engagement, including with government counterparts.
5. Strong analytical capacity to interpret qualitative and quantitative data and translate findings into actionable recommendations.
6. Demonstrated knowledge/experience in national planning processes, WASH sector reform strategies, and climate policy frameworks.
7. Knowledge of child rights, equity, and gender-sensitive approaches in programming.
8. Excellent organizational, communication, and report writing skills.
9. Fluency in English, Tajik and Russian.

Core team (indicative):

- **Team Lead / Institutional Development Expert (10+ years):** public administration reform, sector regulation, organizational diagnostics, roadmap design, particularly in the Water Sector, WASH sub-sector.
- **Legal & Regulatory Specialist (8+ years):** sector legislation, administrative law, tariff/licensing frameworks, drafting of secondary regulations/SOPs, asset and infrastructure management in the Water Sector, WASH sub-sector.
- **Public Finance/Economics Specialist (8+ years):** budget analysis, tariff economics/cost modeling, public financial management, private sector engagement, familiar with PPP models in the Water Sector, WASH sub-sector.
- **HR/Organizational Development Specialist (7+ years):** competency frameworks, job architecture, performance management, CPD systems.
- **MIS/GIS & Data Systems Specialist (7+ years):** sector MIS, GIS, data governance, interoperability, dashboards/analytics, especially in the Water Sector, WASH sub-sector.
- **Social Inclusion & Gender Specialist (7+ years):** HRBA, gender mainstreaming, affordability/pro poor measures, citizen engagement in the Water Sector, WASH sub-sector.
- **Emergency/Resilience Specialist (5+ years):** risk assessment, contingency planning, business continuity for essential services in the Water Sector, WASH sub-sector.
- **Local Context Advisor(s):** Tajikistan sector/public administration expertise; Russian and Tajik language capacity.

Request for submission

- A technical proposal with proposed methodology/approach to managing the project, showing understanding of tasks and work plan (no price information should be contained in the technical proposal).
- A copy of the organization profile.
- The proposed technical team curriculum vitae (CV).
- A sample of previous work undertaken in the last two years
- Financial proposal (separate envelope).

11. Evaluation process and methods

The evaluation methodology is based on the highest combined score (based on the 70% technical offer and 30% price weight distribution). Each interested institution is requested to submit a brief proposed work plan, including approaches for such assignment (up to 3 pages) along with a copy of the

organization profile, the proposed technical team curriculum vitae, the expected budget as well as a sample of previous work undertaken in the last two years.

After the opening, each proposal will be assessed first on its technical merits and subsequently on its financial value. The proposal with the best overall value, composed of technical merit and price, will be recommended for approval. UNICEF will set up an evaluation panel composed of technical and procurement staff and their conclusions will be forwarded to the internal UNICEF Contracts Review Committee or other relevant approving authority. The evaluation panel will first evaluate each response for compliance with the requirements of the Terms of Reference. Responses deemed not to meet all of 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 the Terms of Reference, including the provision of all required information, may result in a response or proposal being disqualified from further consideration.

The overall weighting between technical and price evaluation will be based on the predefined criteria. The technical component will account for 70% of the total points allocated and the financial component (commercial evaluation) will account for 30% of the total points allocated.

Technical evaluation*:

The proposals will be evaluated against the following technical criteria:

- **Overall Response (5 pts):** understanding of tasks and objectives; completeness and coherence.
- **Capability & Key Personnel (40 pts):**
- **Proposed Methodology & Approach (25 pts):** suitability and rigor of methods/tools (including **KII**, **FGD**, process mapping, regulatory procedures charts, flow diagrams, organizational charts, and maturity scoring), timeline feasibility, data management/quality assurance, ethical safeguards, risk assessment and mitigation.

Item	Technical Criteria/Qualifications	Max. Points
1	Overall Response	5
1.1	Completeness of the proposal and responsiveness to the ToR: Understanding of tasks, objectives and completeness and coherence of response, overall match between the TOR requirements and proposal (5 pts)	
2	Capability and Key Personnel	40
2.1	- At least 5 years of proven institutional experience in climate risk analysis, WASH sector assessments, or systems-level technical support in development or humanitarian contexts. - A multidisciplinary team with advanced degrees in relevant fields such as environmental engineering, public health, climate science, development studies, water resources management, or related disciplines. Fluency in English and Russian is required; proficiency in Tajik and Russian is an asset amongst the team members (20 pts)	
2.2	- Team qualifications and language capacity; demonstrated participatory approaches and analytical strength; knowledge of public administration/sector regulation, public financial management, HR/OD, MIS/GIS, and legal drafting; integration of HRBA/gender/inclusion and resilience. - Experience in Tajikistan or the Central Asia/CIS region or demonstrated ability to collaborate with national institutions. Operational Presence in Tajikistan is an advantage (20 pts)	
3	Proposed Methodology and Approach	25
3.1	The proposal should detail the proposed approaches based on the TOR requirements. Suitability and rigor of methods/tools (including KII, FGD, process mapping, regulatory	

	procedures charts, flow diagrams, organizational charts, and capacity maturity scoring), timeline feasibility, data management/quality assurance. (15 pts)	
3.2	Assessment of key considerations relevant to the research, ethical concerns, potential risks and threats, and proposed mitigation plans (10 pts)	
	Total Technical Score	70

* Only Proposers obtaining a minimum of 49 points in Technical Criteria evaluation will be considered for the Financial Evaluation.

Commercial evaluation:

The price/cost of each of the technically compliant proposals shall be considered only after evaluation of the above technical criteria. A maximum 30 point assigned to the financial proposal will be allocated to the lowest financial proposal. All other price proposals will receive scores in inverse proportion according to the following formula:

- Score for price proposal A = (Maximum score for price proposal * Price of lowest priced proposal)/Price of proposal A.

As a result of the financial evaluation, the points of each proposal will be taken into further consideration in the final evaluation.

The bidders should ensure that all pricing information is provided in accordance with the following:

- The currency of the proposal shall be in USD for international companies and in Tajik Somoni for the local Proposers and invoicing must be in the same currency.
- All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization

REQUEST FOR INFORMATION

Any request for information or questions should be forwarded to dushanbe@unicef.org