

TERMS OF REFERENCE

SENIOR EXPERT ON GENDER RESPONSIVE BUDGETING

A. PROJECT TITLE

Project for Strengthening Technical and Functional Skills of Supreme Audit Institutions (SAIs), National Parliaments and Civil Society for the Control of Public Finances in the PALOP and Timor-Leste (Pro PALOP-TL SAI)

B. PROJECT DESCRIPTION

Background

UNDP's democratic governance practice focuses on fostering inclusive participation, strengthening responsive governing institutions, and promoting democratic principles.

The project for Strengthening Functional and Technical Capacities of Supreme Audit Institutions (SAI), National Parliaments and Civil Society for the control of public finances in the PALOP and Timor-Leste (Pro PALOP-TL SAI) was formulated in 2013 under the economic governance sub-area of the 2008-2013 10th EDF for the PALOP (Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe) & Timor-Leste (PALOP-TL). This project was formulated on the basis a EU-UNDP partnership for a budget of 6.4 million Euros allocated to support Supreme Audit Institutions (SAI), Parliaments, Parliamentarians & Civil Society Organizations in the PALOP-TL between December 2013 and December 2017.

The Pro PALOP-TL SAI is fully funded by the European Union and aims at promoting economic governance in the PALOP-TL by strengthening technical and functional skills of Supreme Audit Institutions (SAIs), National Parliaments and Civil Society to ensure effective external control of public expenditure in the six beneficiary countries. The project is consistent with PALOP partner countries' national strategies for poverty reduction and national development plans, with UNDP Country Programmes and Development Frameworks, and the 2008-2013 10th EDF for the PALOP-TL. These policies and strategies are adapted to the specificities and priorities of each country, but converge to promote good governance as an important support for development and economic growth. This is achieved, in particular, through the strengthening of capacities in (i) legislative and oversight functions of the State, (ii) the management system of public finances, including internal and external control, (iii) support services to Parliament and (iv) State's accountability.

The multi-country intervention logic of this project aims to intensify the PALOP-TL dialogue, drawing on the holistic approach to democratic governance. A special emphasis is placed on joint, transversal, south-south and peer-to-peer capacity-building within the selected areas of economic governance, namely external control, audit and oversight capacities of the public finances.

The project uses training actions as a tool to enhance skills and credentials of stakeholders for controlling public finances while establishing eLearning platforms in Portuguese ensuring means of durable access to existing database and information in Portuguese. The project also aims to contribute for the establishment of a first multi-country CSO PALOP-TL platform on social monitoring of public expenditures, showcasing lessons and progress made by civil society organizations within the PALOP/CPLP Open Budget Initiative. Other activities aiming to promote sustainability and promote south-south and triangular cooperation bring additional support the OISC|CPLP multi-country plan and promote synergies with the Training Institute for Financial and Economic Management in Portuguese Language (IGEF), through the involvement of this institution in training and capacity building activities at transnational level (joint learning involving actors from all beneficiary countries).

Improved access to information (in terms of availability of information, quality of the information available) is a pre-condition for effective public oversight and therefore to achieve the project's key outputs. In the long run, the project impact will depend on the success of its exit strategy and sustainability of its actions and activities. It is critical that the project beneficiaries develop synergies and dynamics that will still be there after the end of the project. This is being ensured through capacity development of human resources within national institutions. Such capacity development is targeting professional skills and enhancement/development of in-house training capacities in the field of external control of public accounts and finances, in particular CAs in the PALOP-TL.

The project's overall objective is to promote economic governance in the PALOP-TL strengthening technical and functional skills of SAIs, Parliaments, Parliamentarians and Civil Society (including media). Its specific objective is to improve the effectiveness of external political, judicial and civilian control of public finances in the PALOP-TL for a more efficient use of public resources. SAIs play an important role to prevent mismanagement and corruption. Therefore, whenever possible, the project will also help strengthen the links between SAIs and other oversight agencies, in particular anti-corruption and procurement agencies.

Pro PALOP-TL SAI addresses directly good governance and democracy and strengthens the accountability system with external and independent control of public finances. Responding to the right of citizens to information, and cross cutting support to the promotion of gender equity in public spending is yielding transformational results to be sustained beyond the project life cycle (among others, training and sensitization activities on gender equality addressed to Parliaments and CSOs). UNDP is associating, whenever possible and justified, UN Women units at country office level in designing the AWP and training activities. ICT platforms and solutions play a central role in this strategy and are transversal (among others, use of videoconference and IT tools). Environmental issues will be taken into consideration in specific activities when appropriate and consistent with partner countries' national strategies and priorities, such as the strengthening of oversight capacities in the natural resource extraction sector. The project foresees two results directly contributing to the specific objectives:

1. SAIs' control and audit capacities over public finances in the PALOP and TL are strengthened in a context of joint learning.
2. Parliaments and Civil Society oversight capacities over public finances are developed for an informed analysis of public finances in the PALOP and TL in a context of joint learning.

The strategy defined by the project took into account the different contexts of the six beneficiary countries and the multi-country PALOP-TL cooperation intervention logic. The strategy will seek to improve political, judicial/technical and civilian control and oversight of government action and public accounts through actions benefiting SAIs, Parliaments and CSOs. The action plan includes multi-country activities fostering the south-south PALOP-TL cooperation (face-to-face training and eLearning, workshops, study trips and peer learning initiatives) and national activities aimed at addressing specificities of each beneficiary country (training, organizational changes, drafting of manuals, capacity development, etc.). The implementation of the foreseen activities from December 2013 and ending in December 2017 was done on the basis of annual work plans carefully, bottom-up and inclusively developed. 2017 will be a critical year to implement the actions aiming to ensure an efficient exit strategy and the sustainability of the project results and realizations.

To this end, UNDP Cabo Verde is recruiting a Senior Expert on Gender Responsive Budgeting to coordinate and work with one Junior Expert on Women Caucus and Legislative Oversight focused on gender under the direct supervision of the Pro PALOP-TL SAI Project Manager.

Description of the assignment:

A Gender responsive budgeting (GRB) is an indispensable element in the process of mainstreaming the gender perspective, as recommended in the Beijing Conference (1995). This process considers the intervention of different actors in their different stages; from the moment of conceptualization of policies to evaluation, through programme design, development of plans and budgets, design of the implementation methodology, etc.

GRB is national planning and budgeting that contributes to the advancement in the field of gender equality and the effective enforcement of the rights of women planning. It involves the identification and thinking on the need to bridge gender gaps in sectorial and local government policies, plans and budgets interventions. It also aims to examine the differential impact on men and women of policies to increase income and allocation of internal resources and Official Development Assistance.

Taking into account the critical role of Parliament to approve the state budget and oversee its implementation, one of the strategies adopted was to further work with the National Parliament, in particular with Women Caucuses. In this context, the Pro PALOP-TL SAI has developed several actions of capacity development, technical assistance, advice and south-south cooperation in Angola, Cabo Verde, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste from 2014 to the date.

In order to further developed and enhance the process and work carried out within the scope of the Pro PALOP-TL SAI with Women Caucuses in the PALOP and Timor-Leste, also considering the need to effectively setup and implement a Gender-sensitive Monitoring and Evaluation Systems targeting public expenditures and accounts in these countries, **the project is recruiting one Senior Expert on Gender Responsive Budgeting** to coordinate and work with a Junior Expert on Women Caucus and Legislative Oversight focused on gender under the direct supervision of the Pro PALOP-TL SAI Project Manager. The team of experts will support parliaments, Women Caucuses and all other relevant stakeholders (Civil Society Organizations and Ministries of Finances, among them) to design a public expenditures and accounts Gender-sensitive Monitoring and Evaluation Systems and/or enhance national and/or local gender responsive budgets – according to the national and local contexts of the beneficiary countries.

Objective of the assignment

The **deliverables provided by the Senior Expert on Gender Responsive Budgeting**, coordinating and working together with a Junior Expert on Women Caucus and Legislative Oversight focused on gender, will allow the project to strengthen the capacity of Women Caucuses, CSOs, Parliaments, and Ministries of Finances to develop efficient Gender responsive budgets, public expenditures and accounts monitoring and evaluation systems in the PALOP and Timor-Leste, according to the national context and priorities. The senior expert will also have deliverables that will allow the project executive to formulate and publish a comparative analysis on gender gaps in state budgets of the PALOP and Timor-Leste.

C. SCOPE OF WORK

The **senior expert** will support the above referred national stakeholders, particularly the Women Caucus and relevant CSOs to:

1. Understand and apply the concepts, methodologies and practices related with gender budgeting and control of public expenditure;
2. Conduct state budget analysis with a special focus on the analysis of costs and the differential impact on women and men, through:

- a. Inclusive analysis of national budgeting process involving women parliamentarians and other relevant actors in the PALOP and Timor-Leste;
- b. Analysis of examples of Executive Budget Proposals to prepare Women MPs and members of relevant CSO for the budget discussion processes in the PALOP and Timor-Leste;
- c. Capacity development of men and women MPs, but also to members of relevant CSO to influence Budget processes in the PALOP and Timor-Leste, in order to include gender sensitive approaches;
- d. Design of a Monitoring and Evaluation System with performance indicators on gender, and evaluation of the budget implementation.

These deliverables will depend on the countries' specific contexts, availability of budget information, electoral cycles, among other important external variables that can impact the national scope of the work.

Considering the calendars of the different legislatures and the timetable for the Annual State Budget processes in the PALOP and Timor-Leste, the team of experts shall provide a revised calendar of missions in each beneficiary country on the basis of the indicative calendar presented in the ToR. Ideally, the calendar proposal should allow for the necessary technical support to the above referred actors in order to allow them to engage in discussions to approve the executive budget proposals in each of the beneficiary countries. This will include working with the beneficiaries on the principles Gender responsive budgeting and current gender disparities and gaps, as well as national priorities in line with the most recent and updated country reports on the issue.

Aimed at strengthening the capacity of these actors, the expert team will facilitate training in Gender Sensitive Budgeting, which will also represent a preparatory work for more effective Gender streamline in the Budget processes of those countries. Simultaneously, this training will develop critical baselines for inclusive mechanisms for monitoring public expenditure which will involve different stakeholders (e.g. the civil society organizations, particularly women's organizations) and a set of performance indicators on gender to be identified as part of this system. All these deliverables will depend on the countries' specific contexts, availability of budget information, electoral cycles, among other important external variables that can impact the national scope of the work of the team.

The expert team will support in development of an awareness and advocacy plan for the adoption and institutionalization of gender sensitive budgets (legislative and institutional dimensions) in the beneficiary countries.

D. EXPECTED OUTPUTS AND DELIVERABLES

The Expert Team will have to produce clear measurable deliverables as follows:

Transversal Deliverables (Home based)

1. Deliverable 1:

Prepare and submit within five (5) days after beginning the assignment the work plan and the calendar of missions for a consultancy of 250 working days to be delivered between the 2nd of January and the 11th of December 2017 (see table in point F below for more details).

2. Deliverable 2:

Develop and submit a comparative analysis of gender gaps in state budgets and public expenditures in the PALOP and Timor-Leste.

3. Deliverable 3:

Conduct a desk review of key documents and institutions related to each country's budgetary process and gender equality policies to identify opportunities to develop country deliverables adapted to country context in order to best promote gender responsive budgeting oversight.

4. Deliverable 4:

Conduct a desk review of key documents and institutions related to each country's budgetary process and gender equality policies to identify opportunities to develop country deliverables adapted to country context in order to best promote gender responsive budgeting oversight.

5. Deliverable 5:

Develop and submit 1 country summary report for each country summarizing all country based deliverables.

6. Deliverable 6:

Develop and submit a final report covering all deliverables.

Country specific deliverables (to be achieved in each country, according to context specificities and variables not controlled by the expert team)

7. Deliverable 7:

Establish contacts with country partners a develop a Partnership Strategy putting forward analysis and creation of messages and strategies for the process.

8. Deliverable 8:

Conduct a gender analysis on the State Budget and support relevant beneficiaries organizing an information journey to socialize the methodology and the results of the analysis report produced in each PALOP and Timor-Leste.

9. Deliverable 9:

Develop the conceptualization and facilitate working sessions and 1 training workshops in each country to support the Women Caucuses, MPs relevant CSOs and other relevant project's beneficiaries to advocate for gender integration into the Executive Budget Proposal and implement gender responsive budgeting oversight, taking into account the gender budget analysis.

10. Deliverable 10:

Develop and submit 1 draft proposal for a monitoring and evaluation system of the gender dimension in the State Public Expenditure, integrating a minimum set of gender performance indicators.

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required <i>(Indicate designation of person who will review output and confirm acceptance)</i>
<u>Transversal Deliverables (Home based)</u>			
1. Prepare and submit within five (5) days after beginning the assignment the work plan and the calendar of missions for a consultancy of 250 working days to be delivered between the 2 nd of January and the 11 th of December 2017 (see table in point F below for more details).	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
2. Develop and submit a comparative analysis of gender gaps in state budgets and public expenditures in the PALOP and Timor-Leste.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
3. Conduct a desk review of key documents and institutions related to each country's budgetary process and gender equality policies to identify opportunities to develop country deliverables adapted to country context in order to best promote gender responsive budgeting oversight.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
4. Conduct a desk review of key documents and institutions related to each country's budgetary process and gender equality policies to identify opportunities to develop country deliverables adapted to country context in order to best promote gender responsive budgeting oversight.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
5. Develop and submit 1 country summary report for each country summarizing all country based deliverables.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
6. Develop and submit a final report covering all deliverables.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
<u>Country specific deliverables</u>			
7. Establish contacts with country partners a develop a Partnership Strategy putting forward analysis and creation of messages and strategies for the process.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
8. Conduct a gender analysis on the State Budget and support relevant beneficiaries organizing an information journey to socialize the methodology and the results of the analysis report produced in each PALOP and Timor-Leste.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
9. Develop the conceptualization and facilitate working sessions and 1 training workshops in each country to support the Women Caucuses, MPs relevant CSOs and other relevant project's beneficiaries to advocate for gender integration into the Executive Budget Proposal and implement gender responsive budgeting oversight, taking into account the gender budget analysis.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team
10. Develop and submit 1 draft proposal for a monitoring and evaluation system of the gender dimension in the State Public Expenditure, integrating a minimum set of gender performance indicators.	Insert number of days per country	Insert date per country	Pro PALOP-TL SAI PM Expert team

E. INSTITUTIONAL ARRANGEMENTS

The expert team will be coordinated by the senior expert and will work under the direct supervision of the Pro PALOP/TL SAI UNDP Programme Manager. The team will be required to work in each PALOP and Timor-Leste in order to support and advise the Women Caucuses and other relevant project stakeholders, as well as the project management team and UNDP Country Offices, with regards to the activities targeting Gender mainstream in Parliament budget and expenditure oversight.

The consultancy will take place in Praia, Cape Verde, with travel to Angola, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste.

UNDP Country Office in Cape Verde will provide the necessary logistic support and office facilities to carry out the assignment. The expert team will have access to office space, internet access and phone provided by UNDP Country Office in Cabo Verde during the mission. The same support will be provided in each country, only if made available by UNDP country offices in each country.

A. Methodology

The expert team will determine the most appropriate methodology. In terms of methodology, the actions will be developed through analysis of evidences of disparities and inequality of budget allocations and expenditure. This will also involve a fair amount of training and sensitization/advocacy strategies, all contributing for the following results:

- i. National Parliament has increasingly acknowledged the importance of GRB;
- ii. National planning and budget processes in the PALOP and Timor-Leste reflect gender equality principles;
- iii. A proposal for gender monitoring and evaluation system of the national budget expenditure is proposed and in place
- iv. A study and comparative analysis on gender gaps in state budgets and public expenditures is available.

B. Report Requirements

- a. Before each payment, the expert team will produce a progress report on the work and deliverables;
- b. Before the final payment, the expert team will produce a final report compiling all deliverables.

F. DURATION OF WORK

The assignment is for a total of 250 working days to be delivered in a period of 12 months from 2nd of January to 11th of December 2017 in line with the table below. The senior expert will work have a total of 130 working days.

Working Days		Nature of work & location
Senior Expert	Junior Expert	
5	5	Duty station – 10 working days – briefing with UNDP Cabo Verde (equivalent to one week) – Deliverable 1
20	20	Home based – 40 working days – Deliverable 2

10	12	Home based – 22 working days – Deliverable 3
18	12	Home based – 30 working days (5 per each country) – Deliverable 4
60	60	Country based – 120 working days (20 per each country) – Deliverables 5 to 8
12	6	Home based – 18 working days – deliverable 9
5	5	Duty station – debriefing with UNDP Cabo Verde (equivalent to one week)
130	120	Total working days to be delivered between the 2nd January and the 11th December 2017

A PO/contract will be used to activate or initiate the rendering of service within the period of the IC (e.g., issuance of PO, etc.). Under an IC designed as a framework arrangement, the IC does not form a financial obligation or commitment from UNDP at the time the IC is signed, and that such an agreement is non-exclusive.

G. DUTY STATION

The Duty Station/location for the contract duration is UNDP Country Office in Cabo Verde. The contractor will be required within the framework of the contract to travel from home to join the duty station and back home. Additionally, the contractor will be required to travel outside Cabo Verde to Angola, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste.

The contractor is required to provide a monthly brief to UNDP Country Office in Cape Verde, more specifically to the Pro PALOP-TL SAI Project Manager. The briefings will be held via phone, Skype call or at UNDP premises.

H. QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

Senior Expert on Gender Responsive Budgeting

The required qualifications for the assignment are:

- a. Advanced degree in statistics and information management, social sciences, economics, governance or related fields.
- b. Minimum 7 years of “relevant” work experience in planning initiatives for Women Empowerment and gender mainstreaming in policies, programs and projects.
- c. Practical experience in budgeting analysis from a gender perspective and in facilitating processes of Gender Responsive Budgeting in the PALOP and Timor-Leste.
- d. Experience in the statistical data analysis.
- e. Extensive experience in terms of strategic planning and elaboration of documents such as reports, plans, programs and guides with a gender focus – PALOP and Timor-Leste experience is an asset.
- f. Facilitation skills (workshops, training courses, etc.) and work experience with governments, parliamentarians and civil society organizations – PALOP and Timor-Leste experience is an asset.
- g. Knowledge of Portuguese is required (written and spoken).

Core Competencies

The Senior Expert is expected to have **core competencies**:

- a. Promoting Ethics and Integrity/Creating Organizational Precedents;
- b. Building support and political acumen;

- c. Building staff competence, creating an environment of creativity and innovation;
- d. Building and promoting effective teams;
- e. Creating and promoting enabling environment for open communication;
- f. Creating an emotionally intelligent organization;
- g. Leveraging conflict in the interests of UNDP & setting standards;
- h. Sharing knowledge across the organization and building a culture of knowledge sharing and learning;
- i. Fair and transparent decision making;
- j. Calculated risk-taking.

Additionally, he/she is expected to have **functional competencies**:

1. Contributing to positive outcomes for the client in a client based approach that:
 - a. Anticipates client needs;
 - b. Works towards creating an enabling environment for a smooth relationship between the clients and service provider;
 - c. Demonstrates understanding of client's perspective;
 - d. Keeps the client informed of problems or delays in the provision of services;
 - e. Uses discretion and flexibility in interpreting rules in order to meet client needs and achieve organizational goals more effectively;
 - f. Solicits feedback on service provision and quality.
2. Strong interpersonal and written and oral communication skills;
3. Ability to work well in multi-disciplinary teams.

I. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract) for each expert. Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, visa and number of anticipated working days).

Travel

The consultancy will take place in Praia, Cape Verde, with travel to Angola, Guinea Bissau, Mozambique, Sao Tome and Principe and Timor-Leste. All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station Cabo Verde/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

J. RECOMMENDED PRESENTATION OF OFFER

For purposes of generating Offers whose contents are uniformly presented and to facilitate their comparative analysis, it is best to recommend the preferred contents and presentation of the Offer to be submitted, as well as the format/sequencing of their presentation. The following documents may be requested:

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, on how you will approach and complete the assignment.
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offer or is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offer or must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

K. CRITERIA FOR SELECTION OF THE BEST OFFER

Individual consultants will be evaluated based on the following methodologies:

1. Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

** Technical Criteria weight; [70%]*

** Financial Criteria weight; [30%]*

Criteria	Weight	Max. Point
<u>Technical</u>	70%	100
<p><i>Criteria A (Candidate profile):</i></p> <p>(1) Minimum 7 years of “relevant” work experience in planning initiatives for Women Empowerment and gender mainstreaming in policies, programs and projects; (2) Practical experience in budgeting analysis from a gender perspective and in facilitating processes of Gender Responsive Budgeting in the PALOP and Timor-Leste; (3) Experience in the statistical data analysis.</p>		40

<i>Criteria B (Candidate profile):</i> (1) Advanced degree in statistics and information management, social sciences, economics, governance or related fields. (2) Knowledge of Portuguese is required (written and spoken).		10
<i>Criteria C (Candidate profile):</i> (1) Extensive experience in terms of strategic planning and elaboration of documents such as reports, plans, programs and guides with a gender focus – PALOP and Timor-Leste experience is an asset. (2) Facilitation skills (workshops, training courses, etc.) and work experience with governments, parliamentarians and civil society organizations – PALOP and Timor-Leste experience is an asset.		10
<i>Criteria D (Methodological Proposal)</i> Knowledge and applied understanding of advisory services to national parliaments and women's groups on developing capacities to understand and to apply concepts, methodologies and practices related with gender budgeting and control of public expenditure; reference to the scope requested in the procurement note; adequacy of the proposed methodology with the objectives of the consultancy; detailed methodology, including the timeline of the consultancy		30
<i>Criteria E (Methodological Proposal)</i> Quality assurance of deliverables (M&E mechanisms and criteria)		10
<u>Financial</u>	30%	30
<u>Total</u>	100%	100

Only candidates obtaining a minimum of **70 points** in the Technical Evaluation would be considered for the Financial Evaluation

The financial score for the financial proposal will be calculated in the following manner:

$S_f = 100 \times F_m/F$, in which S_f is the financial score, F_m is the lowest price and F the price of the proposal under consideration.

(Total Financial Maximum points = 100 points)

Total Score

The technical score attained at by each proposal will be used in determining the Total score as follows:

The weights given to the technical and financial proposals are: $T= 0.7$, $F=0.3$

The Total score will be calculated by formula: $TS = S_t \times 0.7 + S_f \times 0.3$

TS - Is the total score of the proposal under consideration?

S_t - is technical score of the proposal under consideration.

S_f - is financial score of the proposal under consideration.