

International Solar Alliance
National Institute of Solar Energy,
Gwal Pahari, Gurugram, Haryana 122102
Tender Reference No. 322/2/2020-NSM
Corrigendum No. 1 dated 28th September 2020

Sub: Developing a Long-Term Vision, Implementation Plan, Road Map And Institutional Framework For Implementing “One Sun One World One Grid”, dated 27.05.2020

1. The last date of submission of bids has been extended to 22nd October 2020.
2. The bid process, for this RFP, shall be managed by International Solar Alliance (ISA) and the contracting authority will be the State Bank of India.
3. The presentation on the Approach & Methodology, as part of technical proposal shall be held on 29th & 30th October 2020. The bidders, who have been termed qualified against the qualification criteria, shall be informed of the technical presentation schedule beforehand and need to be ready to present on a short notice. The bidders shall be invited for the presentation in Alphabetical order of the legal name of the lead bidder. The tentative duration of the technical presentation shall be total 30 minutes including any queries from the evaluation committee. A copy of the technical presentation shall also be submitted along with the technical proposal.
4. We hereby issue the first corrigendum to the subjected cited RFP based on the initial set of queries received by prospective bidders.
5. No further time extension is envisaged to this RFP.



Sudhakar Upadhyay
Administration Officer, ISA
Email: procurement@isolaralliance.org

To

Sri Dilip Nigam, Adv. & Scientist G, MNRE
NIC, MNRE: for uploading in MNRE website

Request for Proposal for
Developing a long-term vision, implementation plan, road map and
institutional framework for implementing
“One Sun One World One Grid”

Dear Sir/Madam:

International Solar Alliance (ISA) hereby invites proposals, on behalf of Ministry of New and Renewable Energy (MNRE), Government of India, from qualifying Consulting Firms for “Developing a long-term vision, implementation plan, road map and institutional framework for implementing “One Sun One World One Grid”.

The World Bank has extended a \$625 million concessional loan to the State Bank of India (“SBI”) to debt finance GRPV projects. As a part of this process, SUPRABHA a Technical Assistance program to accelerate the deployment of Grid Connected Rooftop Solar installations in the country was also commissioned. The TA Program is governed by the Steering Committee comprising MNRE, SBI and The World Bank.

Basis the engagement between The World Bank and MNRE, the task of developing a vision, implementation plan, road map and institutional framework for implementing “One Sun One World One Grid” has been taken up by the TA Program. The program intends to focus on interconnecting solar sources of electricity, including decentralized systems such as rooftop solar systems, on a global platform. ISA will be managing the bid process to appoint a consultant for this RFP. The SBI would be the contracting agency for this ToR. Further, ISA shall also be implementing the proposed study, under this RFP, through the appointed consultant. The appointed consultant shall report to the ISA for all purposes related to this study.

Please send your offer electronically, comprising a technical proposal and financial proposal. Both proposals should be sent as password protected PDFs. Only the password for the technical proposal need to be shared with the email. The password for the financial proposal shall be asked, from the qualified bidders, post completion of the technical evaluations and before opening of the financial proposal.

Your proposal should reach the dedicated email: **procurement@isolaralliance.org** at or before 17:59 PM Indian Standard Time (IST), on 22nd October 2020. ISA may at its discretion extend the deadline for the submission of proposals.

At any time before the submission of proposals, ISA may, for any reason, whether at its own initiative, or in response to a clarification requested by the bidder, carry out amendment(s) to the Documents. If you request additional information, we would endeavor to provide information expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your proposal. Please send your query to email: **procurement@isolaralliance.org**.

Please note that at any time prior to the deadline for submission of Proposals, ISA may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the terms and conditions governing this RFP, by amendment, including through provision of supplementary information. Prospective Bidders are therefore advised to regularly check the MNRE websites (www.mnre.gov.in) for amendments. The same shall also be reflected on the ISA website (<https://isolaralliance.org/>). The terms and conditions governing the proposed assignment are not exhaustive and additional conditions, as may be

mutually accepted, will be included in the Work Order. The Bidders are free to make suggestions in their offer, in addition to the specified Scope of Work or Methodology, to meet the objectives of the proposed assignment.

ISA reserves the right to reject all or any of the proposals without assigning any reason thereof and is not bound to accept any of the proposals that may be submitted.

It may be noted that the costs of preparing the proposal and of negotiation of the contract, including visits to ISA/MNRE/Other organizations for presentation, are not reimbursable. The Proposal, as well as any and all related correspondence exchanged by the bidder and ISA, shall be in English.

Please note the proposed timelines for the RFP:

Publication on MNRE website and other websites	26 th May, 2020
Pre-bid Meeting at MNRE	5 th June, 2020 (Completed)
Deadline for submission of Questions	9 th October, 2020
Response to vendors' requests for clarification	Responses will be provided on a rolling basis with last responses provided no later than 14 th October, 2020
Deadline for submission of proposals	22 nd October 17:59 PM IST
Evaluation of the proposals & Approval	1-2 weeks (estimated)

The selected Bidder is expected to commence the assignment on the date specified in the Work Order.

INTERNATIONAL SOLAR ALLIANCE

National Institute of Solar Energy, Gwal Pahari, Gurugram, Haryana 122102

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
1.	Terms of Reference; Section B One Sun One World One Grid (OSOWOG) Paragraph 4	<p>The initiative is planned across three phases:</p> <ul style="list-style-type: none"> • Phase I (Middle East-South Asia-South East Asia (MESASEA) interconnection): Indian Grid interconnection with Middle East, South Asia and South East Asian grids to share solar and other renewable energy resources for meeting electricity needs including peak demand. For this purpose, an assessment shall be made of renewable energy potential of all countries in these regions and a study carried out so as to how they can share their renewable energy resources with each other for meeting their electricity demand including peak demand and also for rationalizing their tariffs. • Phase II (Solar and other Renewable Energy resources rich regions' interconnection): MESASEA grid getting interconnected with the African power pools to share solar and other renewable energy power of the countries located in solar and renewable energy rich areas. • Phase III (Global interconnection): to achieve the One Sun One World One Grid vision 	<p>The initiative is planned across three phases:</p> <ul style="list-style-type: none"> • Phase I (Middle East-South Asia-South East Asia (MESASEA) interconnection): Indian Grid interconnection with Middle East, South Asia and South East Asian grids to share solar and other renewable energy resources for meeting electricity needs including peak, base and average demand. For this purpose, an assessment shall be made of renewable energy potential of all countries in these regions and a study carried out so as to how they can share their renewable energy resources with each other for meeting their electricity demand including peak, base and average demand and also for rationalizing their tariffs. The renewable potential assessment should also include decentralized sources like roof-top solar, mini grids etc. • Phase II (Solar and other Renewable Energy resources rich regions' interconnection): MESASEA grid getting interconnected with the African power pools to share solar and other renewable energy power of the countries located in solar and renewable energy rich areas. • Phase III (Global interconnection): to achieve the One

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
			Sun One World One Grid vision
2.	Annexure I; Page 7 & 8	<p>Phase I Assessment stage – Desk Review and Stakeholder Consultations: (6 months)</p> <p>Renewable energy resource potential assessment:</p> <ul style="list-style-type: none"> • Evaluate feasible renewable energy resources’ potential along with specific needs on grid connectivity, land availability etc. The study would primarily be based on review of existing assessments, desktop research using country wise renewable energy potential data, historical capacity additions etc., • Basis the renewable energy potential assessment and the demand-supply growth, annual renewable energy capacity gaps shall be identified. These annual renewable energy capacity gaps shall then form the renewable energy demand that would need to be catered through the OSOWOG framework. 	<p>Phase I Assessment stage – Desk Review and Stakeholder Consultations: (6 months)</p> <p>Renewable energy resource potential assessment:</p> <ul style="list-style-type: none"> • Evaluate feasible renewable energy resources’ potential along with specific needs on grid connectivity, land availability etc. The renewable potential should also include decentralized sources of renewable energy including rooftop solar, and mini grids. The study would primarily be based on review of existing assessments, desktop research using country wise renewable energy potential data, historical capacity additions and utilization levels, consumption growth, Peak/ Base/ Average Load and respective times of the day etc., • Basis the renewable energy potential assessment, the demand growth and capacity creation and utilization, annual renewable energy capacity gaps shall be identified. These annual renewable energy capacity gaps shall then form the renewable energy demand that would need to be catered through the OSOWOG framework.

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
			<ul style="list-style-type: none"> The potential assessment should also explore the solar-hydrogen feasibility, at a broad level, to assess potential of generating hydrogen using solar energy.
3.	Annexure I; Page 8	<p>Phase I Assessment stage – Desk Review and Stakeholder Consultations: (6 months) Other important aspects:</p> <p>Beyond addressing the above aspects, the consultant may provide additional insights as outlined below, if not covered earlier, that would feed into the decision-making process through this OSOWOG initiative:</p> <p>a) A brief report on how the grid interconnection would facilitate energy transition in the potential partnering countries</p> <p>b) A brief report on the political/physical dimensions and boundaries of this initiative and a tentative framework on roles and responsibilities of the partnering governments</p> <p>c) A report, on drivers and motivators for each partnering country/Government, that would form the basis for future deliberations/dialogue amongst the partnering countries.</p> <p style="padding-left: 40px;">i. Business proposition with tentative quantification</p> <p style="padding-left: 40px;">ii. Opportunity costs (accounting and economic</p>	<p>Phase I Assessment stage – Desk Review and Stakeholder Consultations: (6 months) Other important aspects:</p> <p>Beyond addressing the above aspects, the consultant may provide additional insights as outlined below, if not covered earlier, that would feed into the decision-making process through this OSOWOG initiative:</p> <p>a) A brief chapter on how the grid interconnection would facilitate energy transition in the potential partnering countries</p> <p>b) A brief chapter on the political/physical dimensions and boundaries of this initiative and a tentative framework on roles and responsibilities of the partnering governments</p> <p>c) A chapter, on drivers and motivators for each partnering country/Government, that would form the basis for future deliberations/dialogue amongst the partnering countries.</p> <p style="padding-left: 40px;">i. Business proposition with tentative quantification</p> <p style="padding-left: 40px;">ii. Opportunity costs (accounting and economic costs) arising out of capacity avoidance (Capital</p>

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
		<p>costs) arising out of capacity avoidance (Capital Costs and O&M costs)</p> <p>iii. Grid operations & management cost avoidance</p> <p>iv. Cost avoided in terms of carbon footprints</p> <p>v. Climate Change benefits</p> <p>vi. Take benefit from market, grid inertia, resilience and resource adequacy.</p> <p>d) Transmission infrastructure – as is scenario, gap assessment and requirements</p> <p>e) Cost base and cost sharing model for such transmission grid investment.</p> <p>f) Ownership, security and operational boundaries.</p> <p>g) A detailed report on key prospective challenges for the partnering countries /Governments under the following heads:</p> <p>i. Energy accounting and deviation settlement mechanism</p> <p>ii. Treatment of different foreign exchange and economic volatility mitigation mechanisms</p> <p>iii. Harmonization of Grid codes for seamless grid operations</p> <p>iv. Standard specifications and regulation needed for grid control and financial management</p> <p>v. Differential investment / ownership</p> <p>vi. Need for constitution of a dispute resolution</p>	<p>Costs and O&M costs)</p> <p>iii. Grid operations & management cost avoidance</p> <p>iv. Cost avoided in terms of carbon footprints</p> <p>v. Climate Change benefits</p> <p>vi. Take benefit from market, grid inertia, resilience and resource adequacy.</p> <p>d) Transmission infrastructure – as is scenario, gap assessment and requirements</p> <p>e) Cost base and cost sharing model for such transmission grid investment.</p> <p>f) Ownership, security and operational boundaries.</p> <p>g) Commercial and socio-economic viability analysis of the proposed initiative and possible business models to implement the proposed vision.</p> <p>h) Comprehensive analysis of the Geopolitical situation in the country and associated risks based on readily available work done by multilaterals like UN, World Bank, etc. and publicly available data.</p> <p>Consultants are expected to undertake this phase for all regional countries using the publicly available data from reliable publication sources such as IEA, IRENA, UN etc. ISA shall provide support to establish connections with relevant stakeholders from the countries, if needed. However, the onus for the deliverable shall be entirely on the appointed consultant.</p> <p>Note: Other components of Phase I remain unchanged</p>

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
		<p>body and its probable structure</p> <p>vii. System balancing reserve development and investment sharing other than solar</p> <p>viii. Thermal phase out feasibility and cost of supply changes differently for different country</p> <p>ix. Economic value of renewable energy</p> <p>x. Local grid resilience and synergy with development</p> <p>xi. Political feasibility and strategy</p>	
4.	Annexure I; Page 9	<p>Phase II: Potential assessment and pilots identification: (4 months)</p> <p>This stage would identify 2-3 cross-border projects that can be initiated within one or two years, preferably one with each of Middle East, South East and Africa regions considering India as the grid fulcrum for these identified pilots.</p> <p>Key sub-activities shall include:</p> <ul style="list-style-type: none"> • Basis the Phase I assessment, identification of minimum 2-3 countries with untapped renewable energy potential, existing/planned grid strengthening and with the potential to build new/utilize existing interconnections 	<p>Phase II: Potential assessment and pilots identification: (4 months)</p> <p>This stage would identify 2-3 cross-border projects, at a MACRO LEVEL basis SECONDARY AND DESKTOP RESEARCH and data analysis, that can be initiated within one or two years, preferably one with each of Middle East, South East and Africa regions considering India as the grid fulcrum for these identified pilots.</p> <p>Key sub-activities shall include:</p> <ul style="list-style-type: none"> • Basis the initial Phase I assessment, identification of minimum 2-3 countries with untapped renewable energy potential, existing/planned grid strengthening and with the potential to build new/utilize existing interconnections

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
		<p>with Indian grid.</p> <ul style="list-style-type: none"> • Detailed policy and regulatory scan of the identified countries, to identify readiness for being part of initial pilots under OSOWOG. • Evaluate cost/investment of generation facility, opportunity costs (capacity avoidance costs, environmental costs related to the program/initiative) and landed cost on the Indian periphery. • Undertake consultations with MEA for possible inter country energy cooperation with the identified countries. • Build a country specific case, for initiating OSOWOG pilot, that can be used by the Indian Government for discussions with the Governments of target countries. • Support to MNRE during the G2G consultation phase to shortlist the pilots. <p>A macro level project report needs to be developed for the potential pilot using desktop research. This project report shall be used to initiate discussions with the potential partner countries for the proposed pilots. It shall also form the basis of future detailed project reports of the approved pilots.</p>	<p>with Indian grid.</p> <ul style="list-style-type: none"> • Detailed policy and regulatory scan of the identified countries, to identify readiness for being part of initial pilots under OSOWOG. • Evaluate cost/investment of generation facility, opportunity costs (capacity avoidance costs, environmental costs related to the program/initiative) and landed cost on the Indian periphery. • Undertake consultations with MEA for possible inter country energy cooperation with the identified countries. • Build a country specific case, for initiating OSOWOG pilot, that can be used by the Indian Government for discussions with the Governments of target countries. • Support the ISA during the G2G consultation phase to shortlist the pilots. <p>A macro level chapter needs to be developed for the potential pilot using desktop research. This output shall be used to initiate discussions with the potential partner countries for the proposed pilots. It shall also form the basis of future detailed project reports of the approved pilots.</p>
		<p>Phase III: Full scale roll out (3 months) This stage would be initiated during the last stages of</p>	<p>Phase III: Full scale roll out (3 month) This stage would be initiated during the last stages of</p>

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
5.	Annexure I; Page 10	<p>Phase II and shall require support in institutionalizing the OSOWOG vision into full operations.</p> <p>Key activities shall include but not limited to:</p> <ul style="list-style-type: none"> • Develop institutional framework for international co-operation, steering arrangements and governance • Support in implementation of the proposed roadmap through establishing a Project Management Office (PMO) at the MNRE <p>The key objective of this phase would be to support MNRE in rolling out the recommendations that have been set forth for the first year of the OSOWOG roadmap and based on the experience gained from Phase II. This shall include development of draft policy papers and regulations, support in planning and establishing necessary institutional mechanisms to roll-out OSOWOG in India, supporting MNRE in global branding of the OSOWOG with an aim to ensure maximum participation from the globe.</p>	<p>Phase II and shall require support in institutionalizing the OSOWOG vision vis-à-vis the identified projects in Phase II. The key tasks would be based on SECONDARY and DESKTOP RESEARCH to provide MACRO LEVEL INPUTS to institutionalizing the vision set forth earlier.</p> <p>Key activities shall include but not limited to:</p> <ul style="list-style-type: none"> • Develop institutional framework for international co-operation, steering arrangements and governance • Support in developing an implementation roadmap that includes the establishment of a framework for Project Management Office (PMO) as per MNRE's requirement <p>The key objective of this phase would be to provide MACRO LEVEL inputs to ISA/Steering Committee for future roll out of the recommendations that have been set forth for the first year of the OSOWOG roadmap. This shall include inputs on key policy papers and regulations, vis-à-vis the identified 2-3 projects only basis of SECONDARY AND DESKTOP RESEARCH, Institutional plan and mechanisms to roll-out OSOWOG in India and in global branding of the OSOWOG with an aim to ensure maximum global participation.</p>

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
6.	Annexure II Page 11 A. Firm qualification criteria	<p>JV or Consortium is allowed (Lead partner or consortium/JV partner) of complimentary functional expertise with at least one Indian firm in the JV or Consortium. JV or Consortium should include adequate expertise to demonstrate the following:</p> <ul style="list-style-type: none"> • Direct experience on cross border power transmission covering multiple countries (i.e South Asia, South East Asia, Africa, China, Europe, Middle East, North America etc.) • In depth understanding on Power systems, power market, power planning, Transmission planning covering each of country of interest • Direct experience in under-sea transmission feasibility and experience in desert (extreme weather variation) <p>Experience in environment and social impact assessment studies</p>	<p>JV or Consortium is allowed of complimentary functional expertise with at least one Indian firm in the JV or Consortium. Registration certificate of the Indian JV partner to be submitted. JV or Consortium should include adequate expertise to demonstrate the following (through either client completion certificates or self-certifications supported by copy of contracts/LoA):</p> <ul style="list-style-type: none"> • Direct experience on cross border power markets and transmission covering multiple countries in at least two regions from the following- South Asia, South East Asia, Africa, China, Europe, Middle East, North America. • Experience of undertaking renewable energy potential assessment across at least minimum one country each from the mentioned region (i.e South Asia, South East Asia, Africa, China, Europe, Middle East, North America)-total minimum 7 countries • Experience in national level environment and social impact assessment studies- at least 3 countries from the mentioned region-(i.e South Asia, South East Asia, Africa, China, Europe, Middle East, North America)
7.	Annexure II Page 11	The bidding entity must have MAAT (Average of last 3 years) to be INR 500 Crores from consulting business in India or any other country. Chartered Accountant certificate should be provided.	The Lead member of the bidding entity must have MAAT (Average of last 3 years-FY 18-19, FY 17-18 and FY 16-17) to be INR 500 Crores from consulting business in India or any other country. Chartered

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
	A. Firm qualification criteria		Accountant/Certified Public Accountant certificate should be provided.
8.	Annexure II Page 11 A. Firm qualification criteria	The bidding entity must have experience of executing (completed or ongoing) at least one assignment in grid related studies covering generation, transmission, integration etc., in India	The bidding entity must have experience of executing (completed or ongoing) at least one assignment in grid related studies covering generation, transmission, integration etc. The bidding entity can submit multiple assignments in India to fulfil the qualification criteria. Requisite client completion certificate or self-undertaking to be submitted.
9.	Annexure II Page 11 A. Firm qualification criteria	The bidding entity must have experience of executing (completed or ongoing) at least one assignment in renewable energy generation, energy storage, transmission, integration in India	The bidding entity must have experience of executing (completed or ongoing) at least one advisory assignment each in renewable energy generation, energy storage, transmission, renewable integration with Grid (total 4 engagements minimum). Requisite client completion certificate or self-undertaking to be submitted.
10.	Annexure II Page 11 A. Firm qualification criteria	The bidding entity must have experience of executing (completed or ongoing) at least 10 assignments relevant to the scope of work of this RFP in countries other than India in last 10 years (member firm or parent company credentials shall not be considered)	This qualification criteria stands deleted
11.	Annexure II Page 11 A. Firm qualification criteria	The bidding entity must have experience of executing (completed or ongoing) at least one assignment related to power sector aspects related to different studies across multiple countries in last 5 years in the areas of harmonization of regulation, technical standard, power	The bidding entity must have experience of executing (completed or ongoing) at least one assignment related to power sector aspects across multiple countries in last 5 years in the areas of harmonization of regulations, technical standard, transmission study, power market

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
		market coupling and transmission pricing etc.	coupling and transmission pricing etc. The bidding entity can submit multiple assignments to fulfil the qualification criteria. Requisite client completion certificate or self-undertaking to be submitted.
12.	Annexure II Page 11 A. Firm qualification criteria	The bidding entity must have experience of executing (completed or ongoing) assignments related to consensus building or stakeholder consultation in last 5 years in the regions mentioned above (South Asia, South East Asia, Africa, China, Europe, Middle East, North America etc.	The bidding entity must have experience of executing (completed or ongoing) at least 2 assignments involving Country level stakeholder consultations, in last 5 years, in the regions mentioned above (South Asia, South East Asia, Africa, China, Europe, Middle East, North America etc.). Requisite client completion certificate or self-undertaking to be submitted.
13.	Annexure II Page 12 B. Team deployment	The team deployment has been revised and is included as Appendix A of this corrigendum	Please refer Appendix A of the corrigendum
14.	Annexure II Page 13 C. Terms of Payment	The Appendix B of this corrigendum includes the revised payment milestones	Please refer Appendix B of the corrigendum
15.	Annexure III Instruction to Bidders for formulation	<ul style="list-style-type: none"> The bidding entity must be a legal entity registered either in India or any other country under applicable laws. Registration certificate should be provided. JV or Consortium is allowed (Lead partner or consortium/JV partner) of complimentary 	<p>The text under the Qualification Requirement section stand deleted and the following text inserted:</p> <p>“ PLEASE REFER TO ANNEXURE II SUB CLAUE A: FIRM QUALIFICATION CRITERIA”</p>

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
	and submission of proposals- Documents establishing the eligibility and Qualification of the Proposer; Page 13 Qualification requirements	<p>functional expertise with at least one Indian firm in the JV or Consortium. JV or Consortium should include adequate expertise to demonstrate the following:</p> <ul style="list-style-type: none"> ○ Direct experience on cross border power transmission covering multiple countries (i.e South Asia, South East Asia, Africa, China, Europe, Middle East, North America etc.) ○ In depth understanding on Power systems, power market, power planning, Transmission planning covering each of country of interest ○ Direct experience in undersea transmission feasibility and experience in desert (extreme weather variation) ○ Experience in environment and social impact assessment studies <ul style="list-style-type: none"> ● The bidding entity must have MAAT (Average of last 3 years) to be INR 500 Crores from consulting business in India or any other country. Chartered Accountant certificate should be provided. ● The bidding entity must have experience of executing (completed on ongoing) atleast one assignment in grid related studies covering generation, transmission, integration etc., in India ● The bidding entity must have experience of executing (completed on ongoing) atleast one assignment in renewable energy generation, 	

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
		<p>energy storage, transmission, integration in India</p> <ul style="list-style-type: none"> • The bidding entity must have experience of executing (completed on ongoing) at least 10 assignments relevant to the scope of work of this RFP in countries other than India in last 10 years (member firm or parent company credentials shall not be considered) • The bidding entity must have experience of executing (completed on ongoing) atleast one assignment related to power sector aspects related to different studies across multiple countries in last 5 years in the areas of harmonization of regulation, technical standard, power market coupling and transmission pricing etc., • The bidding entity must have experience of executing (completed or ongoing) assignments related to consensus building or stakeholder consultation in last 5 years in the regions mentioned above (South Asia, South East Asia, Africa, China, Europe, Middle East, North America etc.,) 	
16.	Annexure III Instruction to Bidders for formulation and submission	The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in this RFP. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of	The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in this RFP. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to

<u>S.No.</u>	<u>Clause no. and page no. of original RFP</u>	<u>Original clause</u>	<u>Revised clause</u>
	of proposals: Page 16- Evaluation of Technical and Financial Proposals	<p>the RFP or if it fails to achieve the minimum technical score indicated in this RFP.</p> <p>Scores shall be awarded on a relative scale based on following criteria and weights, with accuracy up to two decimal places:</p>	<p>achieve the minimum technical score indicated in this RFP.</p> <p>Scores shall be awarded on a relative scale based on following criteria and weights, with accuracy up to two decimal places:</p> <p>Please refer Appendix C of the corrigendum for revised technical evaluation matrix.</p>

Appendix A: Team deployment

The team deployment for the assignment shall be as follows :

Core Team :

S.No.	Proposed position	Minimum qualification	Experience requirement	Minimum onsite deployment in days
1	Team leader	MBA + BE/BTECH	15+ years of experience in strategy advisory in power sector-at least 15 strategy engagements across more than 5 countries. At least one engagement each from Middle East, Europe and South Asia regions as team lead.	60 days over the course of the engagement
2	Renewable Energy and Energy Storage expert	Ph.D./M.Tech/ M.S/ BE/BTech	The RE and Storage expert shall have at least 10-year experience in large grid scale solar and wind energy and storage (pumped hydro, battery, advanced storage etc.) planning and conducting technical & commercial project feasibility evaluation across at least 5 countries.	90 days over the course of the engagement
3	Transmission expert	Master's degree in electrical engineering or power system planning or design or operation	The expert shall have at least 15 years of experience working in the field of transmission planning and power system operations. Knowledge of and experience in UHV AC and DC transmission is mandatory. Must have direct experience on cross border power transmission covering two or more countries.	90 days over the course of the engagement
4	Energy Economics Expert	Master's degree in economics or finance or MBA	10+ years of experience in power sector specifically in commercial appraisal of renewable and transmission projects.	30 days over the course of the engagement
5	Power Sector Policy & Regulatory expert	Master's degree in Public Policy or MBA	The expert should have at least 10 years' experience in power sector regulation and policy development. Experience is required in analyzing and preparing regulations and policy with respect to renewable energy integration and transmission system operations in a regional or national regulatory body.	30 days over the course of the engagement

Other Team Members:

In addition to above Core Team, the support staff/analysts may be deployed as per various skills sets needed to successfully deliver the proposal. The proposed support team needs to be shared in the technical proposal as well as in the presentation.

Appendix B: Terms of Payment

The terms of payment for the assignment shall be as follows :

Installment	Deliverable	Percentage of Value of Contract
First	Submission of Inception Report	10%
Second	After 3 months from the date of initiation of engagement and subject to satisfactory progress made on Phase I as per project plan presented during the inception stage	20%
Third	Upon submission and acceptance of Deliverable (D1) under Phase 1 due at the end of 6 months from date of initiation	20%
Fourth	After 10 months from the date of initiation of engagement and subject to submission and acceptance of deliverable (D2) against Phase II	20%
Fifth	After 13 months from the date of initiation of engagement and submission of final deliverables (D3) and its acceptance	30%

Note:

- No advance amount will be provided under this activity
- The assignment will be target oriented and if not achieved, the contract amount may be reduced proportionately which will be at the discretion of Steering Committee and ISA.
- Steering Committee shall be the final approving authority for approving of any deliverable and deciding on release of milestone and final payments.
- SBI shall be the payment agency based on the approval of the deliverable by the Steering Committee.

Appendix C: Technical Evaluation Matrix

Item No	Particulars	Max Score
1	Team	40 marks
A	<p>As a team leader, this expert will be responsible for all activity outputs and will serve as liaison with ISA and all relevant stakeholders in India and counterparts in other countries. The expert will coordinate the inputs of all team members and ensure the quality and timely submission of reports.</p> <p><u>Qualification</u> Minimum BE/BTech in Electrical Engineering with Masters in Business Administration (MBA)</p> <p><u>Experience</u> The Team Lead should have minimum 15 years of experience in strategy advisory in power sector with at least 15 strategy engagements across more than 5 countries. At least one engagement each from Middle East, Europe and South Asia regions as team lead.</p>	15 marks
B	<p><u>Renewable Energy and Energy Storage expert (Solar and Energy Storage)</u></p> <p><u>Qualification</u> The experts shall have minimum MBA and BE/BTech in electrical engineering or renewable energy.</p> <p><u>Experience</u> The RE and Storage expert shall have at least 10-year experience in large grid scale solar and wind energy and storage (pumped hydro, battery, advanced storage etc.) planning and conducting technical & commercial project feasibility evaluation across at least 5 countries.</p>	7.5 marks
C	<p><u>Transmission expert</u></p> <p><u>Qualification</u> The expert must a master’s degree in electrical engineering or power system planning or design or operation</p> <p><u>Experience</u> The expert shall have at least 15 years of experience working in the field of transmission planning and power system operations. Knowledge of and experience in UHV AC and DC transmission will be a distinct advantage. Must have direct experience on cross border power transmission covering two or more countries.</p>	7.5 marks

Item No	Particulars	Max Score
D	<p><u>Energy economics expert</u></p> <p><u>Qualification</u> The economics expert must have minimum master's degree in economics or finance or a MBA</p> <p><u>Experience</u> 10+ years of experience in power sector specifically in commercial appraisal of renewable and transmission projects.</p>	5 marks
E	<p><u>Power Sector Regulatory and Policy expert</u></p> <p><u>Qualification</u> The expert must have an Master's degree in Public Policy or MBA</p> <p><u>Experience</u> The expert should have at least 10 years' experience in power sector regulation and policy development. Experience is required in analyzing and preparing regulations and policy with respect to renewable energy integration and transmission system operations in a regional or national regulatory body.</p>	5 marks
2	Firm credentials (Technical)	20 marks
	The consortium should have following experience :	
A	<p>The consortium should have experience of working in cross-border power markets and transmission projects in multiple countries in at least two regions from the following- South Asia, South East Asia, Africa, China, Europe, Middle East, North America.</p> <p>Requisite client completion certificate / self-certification 2 marks for each engagement subject to a maximum of 10 marks</p>	10 marks
B	<p>The consortium should have undertaken at least 5 strategy engagements with power sector entities globally focusing on long term organization level strategy and not focusing on a specific initiative or a market entry work.</p> <p>Requisite client completion certificate/ self-certification 2 marks for each engagement subject to a maximum of 10 marks</p>	10 marks
3	Engagement specific presentation with detailed approach and methodology and work plan	40 marks
A	<p>Specific Experience: Successful demonstration of experience as mentioned in the qualification requirements as well as in the technical evaluation criteria</p>	5 marks
B	<p>Team: Presence and participation of the proposed team in the presentation</p>	10 marks

Item No	Particulars	Max Score
C	<p>Methodology: Understanding of requirements. demonstration of accurate understanding of the purpose, scope, and of the outcomes of the project (maximum 5 marks)</p> <p>Description and level of detail of proposed methodology and approaches that reflect best practices and adoption of lessons from global experiences in similar endeavors. Thoughtful explanation of anticipated tradeoffs and limitations and alignment with the engagement objectives (maximum 15 marks) Explanation on the proposed approach to conduct stakeholder consultations.</p> <p>Innovation. Demonstration of creativity and awareness of innovative methodological approaches (maximum 5 marks)</p>	25 marks
	Maximum Score	100 marks

Note:

1. For each key expert category, following will be the weighting of the score:
 - 30 percent: General qualifications: general education and training, length of experience, positions held, previous assignments as team expert, experience in developing countries, etc.
 - 60 percent: Adequacy for the assignment: education, training, and experience in the specific sector, field, subject, and so forth, relevant to the assignment.
 - 10 percent: Experience in the region: knowledge of the local language, culture, administrative system, government organization, etc.
2. The presentation on the Approach & Methodology, as part of technical proposal shall be held on 29th & 30th October 2020. The bidders, who have been termed qualified against the qualification criteria, shall be informed of the technical presentation schedule beforehand and need to be ready to present on a short notice. The bidders shall be invited for the presentation in Alphabetical order of the legal name of the lead bidder. The tentative duration of the technical presentation shall be total 30 minutes including any queries from the evaluation committee. A copy of the technical presentation shall also be submitted along with the technical proposal. **PLEASE SHARE THE TECHNICAL PRESENTATION AS ANNEXURE TO THE TECHNICAL PROPSAL. Only those qualified bidders shall be called for presentation who have included the technical presentation as part of the technical proposal.**
3. **Minimum 75 marks to be scored in the technical evaluation for the financial proposal to be opened for further evaluation.**

Appendix D: Format for Technical Proposal

{Notes to Consultant shown in brackets { } throughout appendix E provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

CHECKLIST OF REQUIRED FORMS

FORM	DESCRIPTION
TECH-1	Technical Proposal Submission Form.
TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.
Power of Attorney	No pre-set format/form. In the case of a Joint Venture, following are required: a power of attorney for the authorized representative of each JV member, a power of attorney for the representative of the lead member to represent all JV members
TECH-2	Consultant's Organization and Experience.
TECH-2A	A. Consultant's Organization
TECH-2B	B. Consultant's Experience
TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the ISA.
TECH-3A	A. On the Terms of Reference
TECH-3B	B. On the Counterpart Staff and Facilities
TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment
TECH-5	Work Schedule and Planning for Deliverables
TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)
TECH-7	Engagement specific presentation with detailed approach and methodology and work plan

All pages of the original Technical and Financial Proposal shall be initialled by the same authorized representative of the Consultant who signs the Proposal.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: *[Name and address of Client]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: "We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope" or, if only a Technical Proposal is invited "We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope."].*

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
- (b) Our Proposal shall be valid and remain binding upon us for the entire completion period of the assignment

- (c) Except as stated, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons beyond our control requires necessary approval from ISA.
- (d) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in RfP document (or corrigendum released thereafter) or the contract document

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or JV's name):

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership
3. Financial Capacity: Provide the latest Audited Financial Statement (Income Statement and Balance Sheet) duly certified by a Public Accountant, and with authentication of receiving by the Government's Internal Revenue Authority. Include any indication of credit rating, industry rating, etc.

B - Consultant's Experience

1. List only previous similar assignments in line with the requirements of the ToR.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Table 1: Engagements against the Qualification requirements of the ToR (please use separate table to showcase engagements for individual QR. Also highlight/ mention which part of the qualifying criteria is being shown for a specific project/ component of the criteria wherever multiple projects are shown):

Duration	Assignment name/& brief description of main deliverables/ outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/Amount paid to your firm	Role on the Assignment (relevance to the criteria)
{e.g., Jan.2009–Apr.2010}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of ; }	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., “Support to sub-national government ” : drafted secondary level regulations on..... }	{e.g., Municipality of..... , country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}
Note: please add client certificates/self-certificates for the listed engagements subsequent to this table. Any engagement without a client or a self-certificate shall not be considered for qualification or evaluation				

Table 2: Engagements against the technical evaluation criteria of the ToR (please use separate table to showcase engagements for individual QR. Also highlight/ mention which part of the criteria is being shown for a specific project/ component of the criteria wherever multiple projects are shown):

Duration	Assignment name/& brief description of main deliverables/ outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/Amount paid to your firm	Role on the Assignment (relevance to the criteria)
{e.g., Jan.2009–Apr.2010}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of ; }	{e.g., Ministry of, country}	{e.g., US\$1 mill/US\$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., “Support to sub-national government ” : drafted secondary level regulations on..... }	{e.g., Municipality of..... , country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

Note: please add client certificates/self-certificates for the listed engagements subsequent to this table. Any engagement without a client or a self-certificate shall not be considered for qualification or evaluation

FORM TECH-3

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY ISA

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4

DESCRIPTION OF APPROACH, METHODOLOGY, AND IMPLEMENTATION PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and implementation plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal:

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}
- b) **Implementation Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

FORM TECH-5

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables ¹ (D-..)	Weeks/Months												
		1	2	3	4	5	6	7	8	9	n	TOTAL	
D-1	{e.g., Deliverable #1: Report A													
	1) data collection													
	2) drafting													
	3) inception report													
	4) incorporating comments													
	5)													
	6) delivery of final report to Client}													
D-2	{e.g., Deliverable #2													
n														

¹ List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.

FORM TECH-6

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)								Total time-input (in Months)
		Position	D-1	D-2	D-3	D-...			Total
KEY EXPERTS										
K-1	{e.g., Mr. abc}	[Team Leader]	[period]	[1.0]	[1.0]					
K-2										
K-3										
n										
									Subtotal	
NON-KEY EXPERTS										
N-1		[Team Member]								
N-2										
n										
									Subtotal	
									Total	

**FORM TECH-6
(CONTINUED)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for References	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel/e-mail.....; Mr. Hbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

FORM TECH-7

Engagement specific presentation with detailed approach and methodology
and work plan

Please attach the technical presentation

Appendix E: Format for Financial Proposal

{Notes to Consultant shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in RfP.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 Breakdown of Costs - 1

FIN-4 Breakdown of Costs - 2

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Insert amount(s) in words and figures}, excluding of all indirect local taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in the RfP.

We understand you are not bound to accept any Proposal you receive.

We remain, Yours

sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

Email: _____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	{Consultant must state the proposed Costs in accordance with Section D, Annexure V of the RfP; delete columns which are not used}
	{ <i>Indian Rupees</i> }
Cost of the Financial Proposal	
Lumpsum Amount for:	
(1) Deliverables – D1	
(2) Deliverables – D2	
(3) Deliverables – D3	
(4) Deliverables – D4	
<u>Total Cost of the Financial Proposal:</u> {Should match the amount in Form FIN-1}	
<u>Total Estimate:</u>	

FORM FIN-3 BREAKDOWN OF COSTS - 1

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

A. Remuneration _____				
No.	Name	Position (as in TECH-6)	Time Input in Person/Month (from TECH-6)	{Indian Rupees as per FIN-2}
Key Experts				
K-1				
K-2				
Non-Key Experts				
N-1				
N-2				
			Total Costs	

FORM FIN-4 BREAKDOWN OF COSTS - 2

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{INR Rupees as in FIN-2}
	{e.g., Travel and Associated expenses}				
	{e.g., Stakeholder Consultation Workshops and One National Workshop}				
				
	{Training of the Client's personnel – if required in TOR}				
Total Costs					