
EUROPEAN FOREST INSTITUTE

TENDER SPECIFICATIONS

PROCUREMENT REFERENCE NUMBER 04-15.2-2022-KAMI

Jurisdictional support for sustainable palm oil in Malaysia

1. TERMS OF REFERENCE

1.1 Introduction

Malaysia accounted for 26% of global palm oil supply in 2020. The palm oil industry is a major contributor to the Malaysian economy and oil palm plantations cover more than 5.8 million hectares (18% of the total land area and 70% of agricultural land) with 650,000 smallholders accounting for about 30% of production and larger companies for the rest. Palm oil and palm oil-based products account for 9.9% of Malaysian exports and 6% of GDP, with the EU importing 10% of the total production. A significant share of exports to the EU are used in the biofuels sector.

Palm oil production has been linked to legal and illegal deforestation, degradation of peatlands and other negative impacts, including biodiversity loss, greenhouse gas (GHG) emissions, pollution, corrupt and illegal practices, rent capture, and violations of civil rights, including the rights of workers, women, children and local communities. In recent years, improvements in laws, monitoring and enforcement have led to reductions in deforestation. However, with growing demand for palm oil, deforestation concerns have persisted, including among investors and buyers seeking to mitigate risks attached to deforestation. A wide range of stakeholders have been working to quantify, slow and halt palm oil-linked deforestation, and to improve sector sustainability and image. The response to these efforts has been mixed, partly due to divergent views on palm oil-related deforestation.

Key challenges for reducing deforestation from, and improving sustainability of, palm oil value chains include:

- Overlapping responsibilities for land and forest management. In Malaysia, protection, management and use of forests, and agricultural and water resources is under the jurisdiction of State Governments and lack of uniformity with federal government policies, programmes, regulations and enforcement efforts has sometimes resulted in divergent outcomes.
- Lack of land and forest tenure clarity, poorly demarcated state land, and local land claims mean that some stakeholder's cultivation activities may be classed as illegal. Lack of clear tenure has created complex legal situations in which vulnerable actors such as smallholders and indigenous groups have sometimes been disadvantaged.
- Weak governance and limited accountability in private sector sustainability efforts have disempowered smallholders, workers and local communities. Certification of plantations has improved management within many concessions, but externalities have sometimes been pushed to smaller, less accountable stakeholders.
- Weak monitoring and enforcement of laws for forest and peatland protection has resulted in continued de-gazettement of forests which leads to deforestation and emissions.

Since 2015, the Government of Malaysia has scaled up efforts to address these issues. A national standard for sustainable palm oil (the Malaysian Sustainable Palm Oil (MSPO)) aims at consolidating legal requirements in mandatory principles and criteria. In addition, efforts have been made to reclassify land to match current use and create single sources of maps and data to prevent, detect and solve conflicts.

However, the feasibility of rapidly certifying unregistered smallholders to achieve this transition is questionable. The [‘Study on the environmental impact of palm oil consumption and on existing sustainability standards’](#) (2018) also concluded that sustainable palm oil certification schemes like the Roundtable on Sustainable Palm Oil (RSPO), the International Sustainability and Carbon Certification (ISCC), and MPSO have limitations in addressing complex environmental, social and governance issues. It noted that these schemes do not adequately cover all environmental and social issues included in EU and UN policy objectives, and called for the development of credible, transparent and scalable means to understand, achieve and demonstrate sustainability of production in the context of national realities. Thus, there is a need for both the producing

and consuming communities to understand each other's perspectives through increased dialogue and information sharing.

Recent efforts have focused on the role of subnational level improvements in forest and land use governance, which rely on synergies between government authorities and different actors, ranging from big industry players to small farmers. Subnational governments play a central role as they have both the authority and legitimacy to issue regulations for sustainable production of palm oil. More importantly, subnational governments have the authority to monitor and enforce laws underpinning the sustainability transition.

The EU-funded KAMI¹ project, which is implemented by EFI, aims to reinforce EU-Indonesia and EU-Malaysia partnerships by supporting national processes and international dialogue on the sustainable use of natural resources, with specific focus on palm oil. The specific objective is to develop understanding of national, international and EU policies towards the establishment of sustainable and inclusive value chains, to take stock of progress achieved in this sector, and to promote cooperation and exchange with international, national and sub-national stakeholders in Malaysia and Indonesia, including palm oil producers, on the different aspects of sustainability, at meaningful scale, in line with the priorities set within the [Communication \(2019\) 352 on Stepping up EU Action to Protect and Restore the World's Forests](#).

In the above context, one of KAMI's key activities is to establish a subnational level monitoring system based on Sustainability Performance Indicators and Verifiers (SPIV) agreed between EU, Malaysia and Indonesia, drawing lessons from the ongoing Terpercaya initiative² in Indonesia. To initiate activities, KAMI will support engagement with federal, state, and district stakeholders in Peninsular, Sabah and potentially Sarawak to raise awareness of the Terpercaya approach³ and determine how it could be adapted for piloting in Malaysia given institutional mandates, responsibilities and modus operandi, and availability/ownership of relevant data.

A KAMI multi-stakeholder Advisory Committee (AC) will be established to facilitate engagement and information sharing between stakeholders, contribute to shared understanding of sustainability and supply chain traceability based on objective information, and advise on implementation of KAMI project activities as per the work plans approved by the KAMI Malaysia Strategic Country Board. The AC will also oversee establishment of Sustainability Performance Indicators and Verifiers (SPIV), associated data collection and establishment of a data platform to collate and disseminate SPIV related data.

To mobilise support for activities outlined above, EFI will engage a contractor to undertake the following assignment:

1.2 Objectives

The objectives of this assignment are to:

1. Establish and support a Malaysian KAMI multi-stakeholder Advisory Committee
2. Support the development of SPIV and assessment and collection of associated data in Malaysia

¹ KAMI ("Us/ We" in both Indonesian and Malaysian languages) - Keberlanjutan sAwit Malaysia dan Indonesia (Sustainability of Malaysian and Indonesian palm oil) <https://efi.int/flegtreddunit/KAMI>

² <https://www.euredd.efi.int/publications/demonstrating-and-promoting-district-level-sustainable-commodity-production>

³ The Terpercaya approach is an EU funded initiative led by the National Development Planning Agency (Bappenas) in Indonesia. It evolved from a study launched in 2018, to become a national initiative to track sustainable palm oil and define jurisdictional sustainability at scale. Currently, the initiative is supported by the Keberlanjutan Sawit Malaysia dan Indonesia (KAMI) project, which aims to reinforce EU-Indonesia and EU-Malaysia partnerships by supporting national processes and international dialogues on the sustainable use of natural resources, with specific focus on palm oil.

1.3 Scope and tasks

The assignment will comprise the following tasks and activities:

A. Adapt the Terpercaya approach to Malaysia (1.B.2)

KAMI will engage at federal level and with state, division, and district representatives in Peninsula, Sabah, and Sarawak to raise awareness of the Terpercaya approach and determine how the approach could be best adapted for piloting in Malaysia given institutional mandates, responsibilities and modus operandi, and availability/ownership of relevant data.

1. Building on the list of supply chain actors developed by EFI, identify relevant stakeholder groups for inclusion in the KAMI AC and other project related discussions through a consultative approach ensuring balance representation of government, private sector and civil society, and of geographical regions in Malaysia.
2. Raise awareness of KAMI, the Terpercaya approach, planned 2022 KAMI activities, and plans for work to be conducted as part of these ToRs through online and in-person meetings as appropriate with stakeholders identified in activity A.1. The service provider is to prepare background materials, make relevant meeting arrangements, and prepare summary reports in close collaboration with EFI.
3. Analyse and summarise information and feedback and include in a brief report on adapting the Terpercaya approach to Malaysia, which should also contain a list of KAMI-relevant stakeholder groups in Malaysia, a stakeholder map, and stakeholder engagement plan covering federal, state, division and district levels to support achievement of KAMI objectives in Malaysia.

B. Establish and support KAMI multi-stakeholder Advisory Committee. (1.B.3)

Establish a multi-stakeholder KAMI Advisory Committee (KAMI AC) to advise on the implementation of KAMI activities as per the workplans approved by the KAMI Strategic Country Boards (SCB), including in relation to development of SPIV, SPIV data collection, etc. The KAMI AC should contribute to shared understanding of sustainability and supply chain traceability in Malaysia based on objective information and promote exchange among stakeholders on sustainable palm oil through regular meetings and consultations with individual members.

4. Based on the stakeholder assessment and list of supply chain actors developed under activity A.1 and in close coordination with EFI, develop a balanced KAMI AC membership list including government representatives, supply chain actors, civil society and wider stakeholder groups, e.g., smallholder organisations, workers unions, indigenous peoples, academic/research organisations.
5. Hold and facilitate at least three (3) KAMI AC meetings, at times and dates agreed with EFI, including preparation of agenda and relevant meeting materials, booking of and payment for relevant facilities, dissemination of invitations, preparation of meeting minutes, and tracking of action items between meetings.
6. Provide briefings as necessary to KAMI AC co-chairs (Government of Malaysia and European Union) on KAMI AC meeting arrangements, format and content.
7. Develop relevant background materials for the KAMI AC meetings and two (2) policy briefs as outlined in Timing and Deliverables, subjects to be agreed with EFI.

C. Establish working groups under KAMI multi-stakeholder Advisory Committee. (1.B.5)

Working groups comprising relevant members of the KAMI AC and others/relevant experts are to be set up under the KAMI AC to guide implementation of work in specific technical areas related to e.g., SPIV and jurisdictional sustainability, palm oil traceability, etc.

8. Based on needs identified by project partners and KAMI AC members, establish KAMI AC Working Groups involving relevant experts and develop draft ToRs as necessary to guide the work of the group.
9. Hold and facilitate at least four (4) Working Group meetings, including preparation of agenda and background documents, dissemination of invitations, preparation of meeting reports/minutes preparation and tracking of action items between meetings.

D. Develop SPIV. (2.B.1)

Sustainability Performance Indicators and Verifiers (SPIV) will be developed to support Malaysia to:

- track and demonstrate district level progress towards sustainable palm oil production in relation to domestic legal frameworks, SDGs, and relevant global legislation on legal and sustainable commodity production; and
 - inform the EU on Malaysia's progress in relation to sustainable palm oil production, including its use as biofuel in the context of the EU Renewable Energy Directive (RED), focusing on, focusing on due diligence, traceability/geo-localisation and sustainable corporate governance.
10. In consultation with SCB members and the KAMI AC and relevant Working Group/s, and building on work done by EFI, develop a document linking market developments and best practices on sustainability to the situation in Malaysia. The document should consider the following:
 - Relevant proposed and in-force regulations in the EU and other global markets on deforestation and forest degradation-free supply chains, legal and sustainable commodity production, and other market requirements of relevance to palm oil supply chains.
 - KAMI studies implemented by CIFOR-ICRAF:
 - i. Compare existing sustainable commodity approaches
 - ii. Assess challenges that the palm oil sector in Malaysia faces and collate information on key actions which would improve sustainability in the jurisdictions/districts
 - iii. Monitor support provided by Malaysia and development partners to assist districts in their transition to sustainability
 - Other available information from SCB members and the KAMI AC and relevant Working Group/s and others on market developments and best practices on sustainability relevant to the situation in Malaysia.
 11. Develop a list of potential SPIV for which annually updated jurisdiction level data will be collected based on the above (activity D.10) and taking into account the following:
 - Relevant provisions included in the Malaysian legal framework as outlined in the KAMI study on legal frameworks for palm oil production at national and subnational level in Malaysia.
 - The Sustainable Development Goals.
 - Terpercaya indicators.
 - Availability and technical feasibility of collecting data on selected jurisdictional sustainability indicators across districts in Malaysia (see task E).

E. Assess availability of SPIV data in Malaysia. (2.B.2)

The activity will be initiated in parallel to the above activity to ensure that, to the extent possible, SPIV account for data availability.

12. Based on and in parallel with Task D activities, assess availability of SPIV data at the national, state, division and district level in Malaysia, including in existing databases and taking into consideration needs for consultation and development of data sharing agreement, and needs for development and testing of data collection instruments and protocols.
13. Once the potential list of SPIV has been agreed with EFI, and based on continued feedback from SCB and KAMI AC members, carry out an in-depth assessment of data availability including focus group discussions at the national level and in five to six jurisdictions/districts to validate SPIV, ensure their appropriateness in measuring sustainability, and to confirm accuracy of available data.
14. Based on the above, develop plans and proposals for establishment of appropriate data collection processes.
15. Draft a report on SPIV data availability in Malaysia.

F. Support collection of SPIV data in Malaysia. (2.C.1)

This activity will support collection of SPIV and collection of SPIV data in a large number of Malaysia jurisdictions/districts selected in consultation with government partners and SCB members. The activity will be initiated following the above activities on developing SPIV and assessing data availability.

16. Collect SPIV data available at the national level by accessing existing databases and securing consent from data owners according to agreed plans and proposals (see activity E.14).
17. Collect SPIV data at the subnational/district level according to agreed proposals for establishment of data collection processes and through sub-contracting of local technical support as agreed with EFI.
18. Develop and test guidance, including specific data collection instruments and protocols, for collection of SPIV data at national and jurisdictional/district levels.

1.4 Methodology

Methods used to undertake the assignment will include the following:

- Organisation and implementation of consultations, meetings and workshops with relevant government, private sector and civil society stakeholders and experts at federal, state, division and district level across geographical regions in Malaysia as appropriate, and potentially including international partners, supply chain actors, smallholder organisations, workers unions, indigenous peoples, academic/research organisations, etc.
- Stakeholder mapping and engagement planning.
- Organisation and implementation of KAMI AC and Working Group meetings.
- Technical assessment of market developments and best practices regarding sustainable commodity production and the situation in Malaysia.
- Technical capacity in assessing and collecting SPIV data at federal, state, division and/or district level in Malaysia.

1.5 Timing and deliverables

The Contractor will submit the following deliverables:

No.	Task/ activity	Timing and deliverables
1	All	Work plan and timeline covering all tasks and activities within one month of contract entering into force.
2	A.3	Draft Report on “ <i>Adapting the Terpercaya approach to Malaysia</i> ” including executive summary within two months of contract entering into force.
3	A.3	Final Report on “ <i>Adapting the Terpercaya approach to Malaysia</i> ” including executive summary within three months of contract entering into force
4	B.4	KAMI Advisory Committee membership list within two months of contract entering into force.
5	B.5	Three (3) KAMI AC meetings at times and dates agreed with EFI together with minutes within two weeks of each meeting within ten months of contract entering into force.
6	B.7	Policy brief based on deliverable 9 within five months of contract entering into force.
7	B.7	Policy brief based on deliverable 14 within ten months of contract entering into force.
8	C.9	At least four (4) Working Group meetings at times and dates agreed with EFI together with meeting reports/minutes within two weeks of each meeting within ten months of contract entering into force.
9	D.10, D.11, E.15	Draft report linking market developments and best practices on sustainability to the situation in Malaysia within four months of contract entering into force (D.10). Report should include a draft list of potential SPIV for which district level data will be collected in Malaysia (D.11), including information gathered from focus group discussions (E.13), an associated report on SPIV data availability and plans and proposals for establishment of appropriate data collection processes (E.15).
10	D.10, D.11, E.15	Final report linking market developments and best practices on sustainability to the situation in Malaysia including an executive summary within eight months of contract entering into force (D.10). Report should include a final list of potential SPIV for which district level data will be collected in Malaysia (D.11), including information gathered from focus group discussions (E.13), an associated report on SPIV data availability and plans and proposals for establishment of appropriate data collection processes (E.15).
11	F.16	Sets of nationally available data for agreed SPIV within eight months of contract entering into force.
12	F.17	Sets of sub-nationally available data for agreed SPIV within ten months of contract entering into force.
13	F.18	Guidance, including specific data collection instruments and protocols, for collection of SPIV data at national and jurisdictional/district levels within ten months of contract entering into force.
14	F.18	Final report on SPIV in Malaysia based on final report linking market developments and best practices on sustainability to the situation in Malaysia (deliverable 10) updated to include relevant information following data collection efforts, and recommendations for further work to refine and improve SPIV within ten months of contract entering into force.

All reports are to be produced in English and the final reports will take into account comments provided by EFI on the draft reports. Following submission of the final reports EFI will arrange editing and the Contractor will need to respond where clarifications may be required during this editing process.

Final reports will be submitted in electronic version (MS Word and pdf format, with any data tables in Excel format to provide a clear understanding of the analyses done, and with all pictures, charts etc. from the report and annexes also provided separately in their original file format). When preparing graphs, charts and maps, attention should be paid to the colours and patterns selected so that they can be read in non-colour printouts. Where maps are included in reports, care should be taken to show internationally accepted borders between countries. Sources and references for information, data and statistics used should be properly cited. All tables, maps and graphs should include titles in English.

Publication of materials produced through implementation of the contract will be in accordance with the KAMI strict 'no surprise' policy, implemented by EFI as secretariat to the SCBs. Under the policy, the SCBs are given prior notification and a no-objection period before any project deliverable is published.

1.6 The experts

The contractor will nominate the following Experts to carry out the tasks in the Terms of Reference:

- **Team Leader** for a maximum of 25 working days
- **Stakeholder Engagement Expert** for a maximum of 115 working days
- **Data/Policy Analyst** for a maximum of 125 working days

1.7 Timing and Resources

The contractor will have available a "work plan budget" to cover costs related to domestic travel (including per diem/accommodation) and costs of meetings, workshops and associated expenses for a maximum of 20,000 Euro (the use of work plan budget requires prior approval from EFI in writing). This provision is already integrated into the financial template.

2. TENDER DOCUMENTATION

2.1 Administrative Documentation

The tender shall include the following documentation, properly filled out and signed:

- Cover letter (Annex 1)
- Identification form (Annex 2) including supporting documentation
- Bank identification form (Annex 2a)
- Declaration on Exclusion Criteria and Absence of Conflict of Interest (Annex 3)
- Nomination of Experts form (Annex 4)
- Minimum criteria declaration (Annex 5)

The consortium agreement (Annex 6) shall be included, properly filled out and signed, if the tender is submitted jointly by a consortium of economic operators. The consortium agreement (Annex 6) shall not be included if the tender is submitted by a single Tenderer proposing subcontracting of tasks.

2.2 Technical Proposal

In order to evaluate the tender against the minimum criteria and the award criteria A.I. – A.II in section 3.1. and 3.2., the Tenderer shall submit a technical proposal consisting only of the following elements:

1. A **nomination** of the following Experts to carry out the tasks in the Terms of Reference:
 - **one Team Leader (Expert)**
 - **one Stakeholder Engagement Expert**
 - **one Data/Policy Analyst**

The Technical Proposal shall include CV's of the nominated Experts.

The Tenderer shall be able to certify the information contained in the CV's for the nominated Experts at EFI's request.

The CV shall have all the information as in the EuroPass CV
<https://europass.cedefop.europa.eu/documents/curriculum-vitae>

The Tenderer can use the EuroPass CV template or its own CV template.

Optionally

- **one or more additional Expert(s)** relevant for the implementation of the service

The Technical Proposal shall include CV's of the nominated Experts.

The Tenderer shall be able to certify the information contained in the CV's for the nominated Experts at EFI's request.

The CV shall have all the information as in the EuroPass CV
<https://europass.cedefop.europa.eu/documents/curriculum-vitae>

The Tenderer can use the EuroPass CV template or its own CV template.

2. **A description** of no more than **six pages**, making reference to the **Terms of Reference and to relevant previous experience of the nominated Experts** showcasing understanding of:
 - The context and existing initiatives or processes regarding national and international stakeholder dialogue on sustainable palm oil in Malaysia
 - Challenges and opportunities for implementing jurisdictional/subnational level sustainability monitoring focusing on palm oil in Malaysia

3. **A presentation** of no more than **eight pages** on the **Tenderer’s methodology** for the assignment – building upon **the Terms of Reference and to relevant previous experience of the nominated Expert(s)** – addressing the following elements under separate headings for :
 - Raising awareness among stakeholders, establishing and supporting the Malaysian KAMI multi-stakeholder Advisory Committee and working groups
 - Supporting the development of SPIV and assessment and collection of associated data in Malaysia at national and/or subnational level
 - Timing and sequence of activities and time allocation of experts among the tasks, with analysis of eventual risks affecting the implementation of the service

2.3 Financial Proposal

The Tenderer shall submit a financial proposal, which shall be completed by using the form in Annex 7 and by following the instructions therein.

The full general conditions applicable to the payment of fees and per diem as well as the reimbursement of costs can be found in Annex 8 (model contract).

3. **EVALUATION OF TENDERS AND AWARD OF THE CONTRACT**

3.1 **Minimum Criteria**

The **Tenderer** must meet the following criteria:

N°	Criteria description
M.I.	Previous experience and track record in successfully engaging with federal and state governments in Malaysia and other stakeholders in forest and land use sector.
M.II.	One (1) or more projects implemented in Malaysia on sustainable commodity production, forest and land use governance or similar areas.

The **Team Leader** nominated must meet the following criteria:

N°	Criteria description
M.III.	Advanced university degree (Master’s degree or equivalent) in natural resources management, forestry, environmental policy, or a relevant directly related discipline.
M.IV.	At least five (5) years’ demonstrated experience leading and coordinating projects in Malaysia on sustainable commodity production, forest and land use governance or similar areas.
M.V.	Experience supporting multi-stakeholder approaches balancing the interests of international, national and local stakeholders representing civil society, private sector and government.
M.VI.	Understanding, speaking and writing English and Malaysian language as demanded with respect to all tasks covered by the Terms of Reference.

The **Stakeholder Engagement Expert** nominated must meet the following criteria:

N°	Criteria description
M.VII.	University degree in natural resource management, forestry, agriculture, environmental science, economics, or a relevant, directly related discipline.
M.VIII.	At least four (4) years’ demonstrated experience of land-use governance processes and networking skills to work on complex and sensitive issues with and forge consensus among governments, private sector, international actors, NGOs, and civil society.
M.IX.	Experience working with the Ministry of Plantation Industries and Commodities (MPIC), the Ministry of Energy and Natural Resources (KeTSA) and/or other ministries in Malaysia relevant and its agencies with respect to all tasks covered by the Terms of Reference.
M.X.	Experience in organising and facilitating Advisory Committee and Working Group meetings, consultations, stakeholder mapping and engagement planning.

M.XI.	Understanding, speaking and writing English and Malaysian language as demanded with respect to all tasks covered by the Terms of Reference.
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The **Data/Policy Analyst** nominated must meet the following criteria:

N°	Criteria description
M.XII.	University degree in data and policy analysis applied to forest and land use planning and management or a relevant directly related discipline.
M.XIII.	Four (4) years' demonstrated experience in data and policy analysis as demanded with respect to all tasks covered by the Terms of Reference.
M.XIV.	Understanding, speaking and writing English and Malaysian language as demanded with respect to all tasks covered by the Terms of Reference.

Tenders not fulfilling the minimum criteria will be rejected.

3.2 Award Criteria

Tenders which fulfil the minimum criteria will be evaluated using the following award criteria:

A. Technical component (maximum 75 points)		
N°	Award criteria	Max points
A.I.	Understanding of:	30
i.	The context and existing initiatives or processes regarding national and international stakeholder dialogue on sustainable palm oil in Malaysia	<i>10</i>
ii.	Challenges and opportunities for implementing jurisdictional/subnational level sustainability monitoring focusing on palm oil in Malaysia	<i>20</i>
A.II.	Proposed methodology for the implementation of the tasks	45
i.	Raising awareness among stakeholders, establishing and supporting the Malaysian KAMI multi-stakeholder Advisory Committee and working groups	<i>10</i>
ii.	Supporting the development of SPIV and assessment and collection of associated data in Malaysia at national and/or subnational level	<i>30</i>

iii.	Timing and sequence of activities and time allocation of experts among the tasks, with analysis of eventual risks affecting the implementation of the service	5
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The Technical component (TC) is calculated according to the following formula:

$$TC = A.I. + A.II.$$

Tenders must receive a score of more than half of the maximum Technical component to be considered qualitatively acceptable.

Tenders not considered qualitatively acceptable will not be considered further.

B. Financial component (maximum 25 points)

Tenders presenting a total financial proposal (Fo) superior to the maximum contract value of EUR max sum 130,000 (including 20,000 as work plan budget) will not be considered further.

For tenders being considered, the Financial component (F) is calculated according to the following formula:

$$F = (Fmin / Fo) \times 25$$

where

Fmin is total sum in the tender in the evaluation with the lowest total financial proposal; and

Fo is the total sum in the financial proposal being considered.

C. Most economically advantageous tender

A combined score (CS) will be calculated according to the following formula:

$$CS = TC + F$$

The Tenderer with the highest combined score (CS) for Technical component (TC) and Financial component (F) will be awarded the Contract.

Where two or more tenders have an equal combined score the contract will be awarded according to the highest score for the financial component (F).

ANNEXES

Annex 1	Cover letter
Annex 2	Identification form
Annex 2a	Bank identification form
Annex 3	Declaration on exclusion criteria and absence conflict of interest
Annex 4	Nomination of Experts form
Annex 5	Minimum criteria declaration
Annex 6	Consortium agreement
Annex 7	Financial Proposal form
Annex 8	Model contract