CAREEP
CARILEC Resiliency and Energy Efficiency Project

CARILEC
An Association Of Electric Energy Solution Providers

Terms of Reference (ToR) for the Provision of a Virtual Training Course on Roof-top Solar PV projects - in the Caribbean Overseas Countries and Territories: techno-financial development, design and evaluation.

December 20, 2022

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1. Background & Introduction

1.1. Background For CARILEC Resiliency and Energy Efficiency Project (CAREEP): Overcoming Disruptions in times of Crisis - Weathering Social and Financial Impact of COVID-19 on the Electricity Sector

Electricity plays a vital role in the economic development of any island. The availability of predictably priced electricity allows economic processes to take place on a continuous and reliable basis and accommodates the introduction of modern and more efficient production techniques. Also, access to electricity results in a higher standard of living as consumers are able to utilize more sophisticated electrical equipment and further improve their quality of life. Moreover, the ongoing and continuing digitalization of economies and households, as an important pillar of economic progress and resilience of societies, requires a permanent, predictable, and affordable electricity supply.

Worldwide, the electricity sector is the largest contributor to climate change, accounting for almost a third of global greenhouse gas emissions. Although contributing only a fraction to those emissions, the Caribbean energy industry is directly impacted by climate change and global warming, with many of the impacts manifesting themselves through increases in intensity and frequency of extreme weather events and rising sea levels. These seriously affect local energy infrastructure, leading to damages and disruption of supply. All segments of the energy industry will be affected by the changing global climate and the policy responses to it.

Considering the region's vulnerability towards climate change and its significant untapped potential for renewable energy and energy efficiency, it can be seen as a key obligation for the OCT to become one of the world's leaders for sustainable energy transition, while creating exemplary economies resilient to natural hazards and pandemic crises.

In addition, the region is an excellent candidate for this project and for replication and sharing of best practices because of its exposed position as a hot spot for tourism and as an important meeting point.
Under these scenarios, the electricity systems in the OCTs are currently facing the following socio-economic and environmental challenges and barriers:

- Lack of scale-effects for the installation of cost-efficient and clean power supply and distribution infrastructure due to small and isolated power markets
- Dependence on imports of petrol fuels and their volatile and high prices for power generation
- Lack of technical and financial capacities of electricity consumers to implement energy efficiency measures that help to reduce their electricity bill
- Lack of detailed implementing and regulatory frameworks for supporting renewable energy generation, energy efficiency measures and increasing the resiliency of OCT power systems to transition to climate-friendly, resilient power systems that offers affordable and universal access to all consumers.
- Utilities operate on small profit margins and heavily rely on external expertise and skills for generation, expansion and resilience building in the network

The current fossil fuel-based electricity generation, with its low, up-front capital requirements, has been the most economic option for Caribbean electricity utilities for decades. Petrol-based power generation facilities have relatively low requirements for upfront-capital compared to RE based and do not involve

complex planning and development procedures. The natural limitation of comparatively small energy markets has up to now limited the options for energy utilities to invest into capital-intensive technologies, that on the long-term may lead to reduced generation costs and more sustainable and resilient energy systems. This applies to generation facilities as well as to complex equipment for grid infrastructure and energy efficiency measures. Consumers on the other hand do not possess the knowledge and the financial budget to invest and implement energy efficiency measures on the demand side that would help to reduce their electricity consumption, thus easing their financial burden.

The recent, global, pandemic crisis caused by COVID-19 and its impact on the OCTs have additionally increased the need for measures to ensure an affordable and resilient energy supply for the community. Although the full impact of the crisis is not yet conceivable and still has to be evaluated; decreased energy demand on the commercial site and increased energy demand of the residential sector due to social distancing measures such as working from home, were already observed.

One of the biggest challenges especially for smaller energy-suppliers in the OCTs is liquidity. Due to the current situation, customer liquidity has gone down, electricity sales in the commercial sector, that are often cross subsidizing the tariffs in the residential sector, have decreased, access to capital is either slowed or reduced and this has made it difficult to maintain the energy infrastructures. The lockdown of the tourism industry has led not only to a significant decrease in energy demand, but also to customer income and liquidity.

This has resulted in exposing vulnerable utilities, already operating on small profit margins, to an extended financial burden and additional technical challenges. Against this background it is essential to:

i. improve the awareness and the knowledge of consumers on the financial and environmental benefits and the technical requirements for the implementation of energy efficiency measures and
ii. to prepare the pathway for electric utilities to provide innovative energy services that reduce energy costs for consumers and offer new business activities for the utilities.

Additionally, skills gaps have become more prominent since COVID-19 due to the drastic and sudden loss of jobs, not only in the tourism sector but across the economy with linkages to that industry. Shortages of skills in some sectors like agriculture and energy seem obvious. Consequently, upskilling and skill retooling measures are necessary to assist the displaced workers find viable employment.

1.2. CARILEC Resiliency and Energy Efficiency Project (CAREEP): Overcoming Disruptions in times of Crisis: Weathering Social and Financial Impact of COVID-19 on the Electricity Sector

In order to address the aforementioned challenges and barriers, the Caribbean Electric Utilities Corporation (CARILEC) has developed and submitted a Project Proposal with the name: *Overcoming Disruptions in times of Crisis: Weathering Social and Financial Impact of COVID19 on the Electricity Sector.* The Project is addressed hereinafter as CARILEC Resiliency and Energy Efficiency Project (CAREEP).

The Project aims to contribute to **strengthen economic resilience** and to **reduce financial vulnerability of the electricity sector** in the Caribbean through an increased implementation of **energy efficiency (EE) measures**.

It encompasses several activities and interventions around the following four key outputs in currently six OCTs including **Anguilla, British Virgin Islands, Cayman Islands, Montserrat, Sint Maarten and Turks and Caicos Islands:**

Output 1: A regional awareness-raising campaign for energy conservation measures in households is successfully implemented.
Output 2: An e-learning platform on energy conservation measures in households is developed and functional and soft energy self-audits, including the exchange of lightbulbs in selected households, are successfully implemented in selected households.
Output 3: Online trainings implemented on Roof-top Solar PV projects - techno-financial development, design and evaluation in the Caribbean Oversea Countries and Territories
Output 4: Stakeholder discussions on preferable options for **sustainable energy services** are conducted and a position paper for new energy services is developed, submitted, and presented to policy stakeholders.

The Project is supported by the Caribbean Overseas Countries and Territories (OCTs) Resilience, Sustainable Energy and Marine Biodiversity Programme (RESEMBID), started in January 2022 and has a duration of 18 months. The RESEMBID Programme itself is implemented by Expertise France and funded by the EU (see more information under https://resembid.org/).

The present Terms of Reference (ToR) refer to the **provision of training services under Output 3.**

Under **Output 3,** professionals in the participating OCT shall be inducted and **trained on specialized topics** related to **new energy services for the promotion of EE and RE equipment on the customer side.**

"New energy services" relate here to services for electricity consumers beyond electricity supply. This includes the facilitation and financing of measures for energy efficiency and decentralised RE generation on the customer (demand) side. In order to be able to provide these specific types of services in the future, electric utilities and energy service providers will require a workforce of technicians, salespersons and other staff (all together: facilitators) who understand techno-financial aspects around new RE and EE technologies that will be included in the delivery of those services in the future.

The Project therefore aims to virtually train future facilitators with the necessary technical and/or financial background on specific technology and service topics for EE and RE. These future facilitators shall fulfil the role of techno-financial advisors and facilitators on EE and RE technology on the demand/customer side to their respective utilities, companies, or institutions.

Potential course topics for the trainings are:

i. **Small-scale photovoltaic (PV) - techno-financial development, design and evaluation for PV based generation, self-consumption grid supply,**
ii. Storage/batteries for energy services – design, installation, maintenance, recycling and disposal of batteries for RE/PV storage, electric vehicles etc.
iii. Energy auditing in households, small hotels, and other small commercial businesses - evaluation of old and selection, installation, and maintenance of new efficient equipment (AC, refrigerators, pumps, lights, etc.) including calculation of cost savings, amortization and financing scheme

For the implementation of a **training course on topic i**), it is envisaged to engage a regional solar expert (**individual expert or company**), NABCEP[1] certified, with outstanding experience in the development of solar PV projects in the Caribbean (focus on rooftop solar) and the provision of respective trainings and measures for capacity-building on solar PV project development.

The present ToR describe the expected scope for the provision of training services related to the assignment ***Provision of a Virtual Training Course on techno-financial development, design and evaluation of roof-top solar PV projects for Caribbean Oversea Countries and Territories (OCTs)*** and the requirements for the submission of technical and financial proposals.

2. Objective of the Assignment

2.1. Overall Objective

To contribute to strengthen economic resilience and to reduce financial vulnerability of the electricity sector in the Caribbean through an increased implementation of energy efficiency and resiliency measures.

2.2. Specific Objective

To support the CARILEC CAREEP team with the implementation of the CAREEP Project by

i. building capacity of a future work force in participating OCTs related to the development and implementation of new energy services, to services for small-scale roof-top solar PV generation, self-consumption, and grid supply and by
ii. developing and implementing a 5 days[2]-virtual training course on small-scale photovoltaic (PV) - design, techno-financial evaluation, installation, and maintenance for PV based generation, self-consumption grid supply.

3. Expected Scope of the Assignment

3.1. Duration & Location

The assignment must be finalized by February 24,2023

The Consultant will be homebased, due to the prevailing COVID-19 safety guidelines, tasks will be performed remotely. Arrangements will be made to promote substantial virtual opportunities for the assignment to be conducted efficiently, throughout its duration.

[1] https://www.nabcep.org/
[2] Or 40 hours in total, split up into various days

3.2. Responsibilities

The Consultant will be responsible for supporting the CARILEC CAREEP Project Team by developing and implementing an online training on the **techno-financial development, design and evaluation of roof-top solar PV projects** to transfer knowledge and skills, materials and support. This will include, but not be limited to:

i. Develop a detailed training curriculum, agenda and learning materials for the 5 days /40 hours online-training on techno-financial evaluation, design, and development of roof-top solar PV projects, tailored to the context in the targeted Caribbean OCTs
ii. Implement the developed online-training that will enable participants to adequately fulfil the role of techno-financial advisor and facilitator on roof-top solar PV to their respective utilities, companies or institutions.
iii. Provide requisite training materials and human resources to facilitate the training.
iv. Accept the participation in an orientation session to allow for the use of the CARILEC/CAREEP Learning Management System (LMS)[3] for the proposed training course.
v. Format training content to conform with LMS framework.
vi. Inform CARILEC of any anticipated obstacles or shortcoming that may interfere or interrupt the smooth delivery of training.

In addition, the Consultant ensures timely answers to requests from CARILEC via email (maximum 2 workdays to respond) or phone.

All tasks and activities will be conducted in close cooperation with CARILEC and the CAREEP Project team.

3.3. Deliverables and Milestones

3.3.1. Time schedule and overview of deliverables

The assignment includes the following activities and deliverables to be implemented and prepared by the Consultant:

	Task	Deliverables to be prepared/provided by the Consultant	Due by[4]
1	Develop a detailed training curriculum and agenda for a 5 days /40 hours online-training on techno-financial development, design and evaluation of roof-top solar PV projects, tailored to the context in the targeted Caribbean OCTs	- Developed training curriculum and agenda[5]	February 28,2023
2	Develop learning materials and content for the 5 days /40 hours online-training on	- Developed learning materials and content (slide	April 7 30, 2023

[3] CARILEC operates a moodle-based LMS to faciliate courses and trainings to its members and target groups.
[4] Number of weeks after contract closure. Submission date refers to the submission of a final publishable draft, that will be reviewed and approved by the CARILEC Project Team.
[5] See also detailed requirements of the training scopes under section 3.3.2

	techno-financial development, design and evaluation of roof-top solar PV projects, tailored to the context in the targeted Caribbean OCTs and upload on CARILEC LMS one week after approval of content.	decks, exercise documents, tests/quizzes)	
3	Implement the developed online-training that will enable participants to adequately fulfil the role of techno-financial advisor and facilitator on roof-top solar PV to their respective utilities or institutions	Implemented 5 days /40 hours online-training on techno-financial development, design and evaluation of roof-top solar PV projects, tailored to the context in the targeted Caribbean OCTs (participant list, recordings)	May, 31 2023

Each of the prepared deliverables is to be elaborated by the consultant and will be subject to a minimum of 1 and a maximum of 3 review processes conducted by CARILEC. The Consultant must follow the deadlines for the electronic submission of deliverables, as stated in the table above. All deliverables, that are documents or presentations, must be submitted in English and must be of suitable quality for international scientific study/policy reports (formatting, grammar, language etc.). Presentations of deliverables to stakeholders or the Project team and respective discussions will be conducted virtually and facilitated by the CARILEC Project Team.

Further requirements and provisions:

- The consultant must be available at the beginning of the contract.
- During the review process of written deliverables, the Consultant is required to use the Microsoft Word tracking mode[6] to document changes made by the consultant and/or the reviewing party until the deliverable is finalized and accepted by CARILEC. In addition, the consultant commits to answer comments inserted by the reviewing party into the draft deliverable directly or by accordingly incorporating a requested change into the deliverable.
- The consultant commits to not disclosing confidential information, neither before, during, nor after the delivery of the service.
- Publications and media contact where necessary will be agreed to in advance with CARILEC.
- All studies and documents elaborated within the contract will be made available to the project in digital form for discussion and approval.
- All results must be provided to CARILEC in digital version (Microsoft Office) and need to follow the CARILEC/CAREEP corporate design standards provided by the CAREEP Project team.
- Reasonable changes during the assignment will be agreed to in writing in advance, between the consultant and CARILEC.

[6] In the case, deliverables are not prepared with Microsoft Word, e.g., in case of using Power Point or Excel, changes shall accordingly be marked.

3.3.2. Specific scope of key deliverables and Learning outcomes

3.3.2.1. General training requirements

The curriculum for the online-training on techno-financial design, evaluation and development of roof-top solar PV projects should comply with the following didactical requirements and objectives:

i. The training should be implemented in an environment where learners are immersed in an interactive online environment.
ii. The training should allow for both large and small group discussion where applicable.
iii. The consultant will indicate assessment evaluation methods and present assessments samples in its curriculum.
iv. The curriculum shall include group activities, discussions, and the joint assessment of case studies.

3.3.2.2. Learning Objectives of participants

The aim of the training is to enable the training participants to:

- understand and explain financial benefits and risks, technical barriers and legal requirements for the installation of roof-top solar PV plants (up to 30 kWp on the customer site (focus on residential customers)
- evaluate site conditions and consumption patterns of electricity customer and define solar yields, the proper size, dimensions, technologies, supporting equipment and other features for the installation of roof-top solar PV plants including the dimensioning of respective battery energy storage systems to increase on-site consumption
- understand and explain main structural and electrical requirements for operational safety, performance requirements and quality standards for roof-top solar PV plants and their relevant technology components (PV modules, inverters, mounting systems, cabling and interconnection, power control and monitoring devices and BESS) in the Caribbean, including risk of damages from hurricane impacts, heavy rainfall and from close distances to salt or brackish water bodies
- understand and explain main considerations and challenges for the installation and connection of all plant components including grid connection and installation for grid-independent operation
- develop business plans, cash-flow overviews and ROI calculations for roof-top solar PV plants and battery storage projects for electricity customers considering energy savings from self-consumption of PV-based generated electricity, revenues from electricity feed-in and CAPEX (specific overall investments and per main plant components) and OPEX of such Projects
- understand the concept, main features and differences of respective support mechanisms for roof-top solar PV plants in the Caribbean, incl. but not limited to net metering, net billing, buy-all-sell-all, grant-loan programmes for investments, leasing and ESCo concepts and the integrated-utility-services model[7]

[7] Information and training materials on the IUS model will be facilitated by CARILEC

- develop a product and service package for roof-top solar PV plants to electricity customers under an energy service agreement (IUS-Model, leasing etc.)

3.3.2.3. Minimum training content

The training content should be developed considering the aforementioned learning requirements and training objectives. This will encompass, but not be limited to the following topics and activities: (alternatives suggested by the bidder can be considered)

Topics:

Technology

- Basic Technological Introduction (Energy and Power, AC/DC)
- Global radiation, types of solar radiation, daily, monthly, and annual solar yields per m2 and per kWp in the Caribbean
- Influencing factors on solar yields (shade, angle, tilts, pollution etc.), their impact and mitigation strategies
- The photovoltaic effect: conversion of solar radiation to electric energy
- PV Modules:
  - ✓ from the solar cell to the module – characteristic curves and datasheets of solar modules, including Voltage, Amperage and Power at Maximum Power Point (MPP)
  - ✓ Type of PV modules, their characteristics, efficiencies, costs and required area per kWp
  - ✓ Quality and Safety Standards, Testing methodologies and Warranties
- PV Inverters:
  - ✓ Tasks and roles of an inverter for a PV plant
  - ✓ Sizing and selection of suitable inverter technologies
  - ✓ Technical characteristics and costs
  - ✓ Datasheets and main evaluation criteria
  - ✓ Quality and Safety Standards, Testing methodologies and Warranties
  - ✓ Interconnection and options integration of inverters into the PV system
- BESS:
  - ✓ Design characteristics and relevant technical parameter of BESS
  - ✓ Available systems for BESS and their average cost
  - ✓ Quality and Safety Standards, Testing methodologies and Warranties
  - ✓ Interconnection and options for integration of BESS into the PV system
  - ✓ Define feasible sizes and dimensions of BESS for electricity customers
- Mounting systems, cabling and interconnection, power control and monitoring devices:
  - ✓ Available technologies and main characteristics
  - ✓ Quality and Safety Standards, Testing methodologies and Warranties
- Fire and lightening protection of a PV plant
- Applicable codes and standards for PV plant construction, connection, and operation in the Caribbean (in general, not for each national framework)
- Inspection and maintenance requirements and intervals for main plant components

Techno-Financial Project development

- Customer advisory for roof-top solar PV project development (Advisory vs Planning)
- Self-consumption, feed-in and self-sufficiency: definitions, requirements and main considerations
- Electricity consumption patterns of households in the Caribbean and their suitability for PV and BESS based self-generation and consumption
- Support mechanisms for roof-top solar PV plants in the Caribbean, incl. but not limited to net metering, net billing, buy-all-sell-all, grant-loan programmes for investments, leasing and ESCo concepts and the integrated-utility-services model[8]
- CAPEX and OPEX for roof-top solar PV plants and their main technology components
- Cost-benefit and cash-flow analysis of roof-top solar PV plants with and without BESS in the Caribbean including calculation of ROI, NPV, IRR and amortization for different support mechanism (net metering and net billing)
- Development of a product and service package for roof-top solar PV plants to electricity customers under an energy service agreement (IUS-Model, leasing etc.)

3.3.2.4. Training Activities

The learning objectives shall be achieved by facilitating the knowledge transfer and capacity-building through a sustainable combination of the following training activities:

- Input presentations and lectures
- Regular Q&A between trainer(s) and participants
- Group and individual online exercises
- Offline exercises (homework)
- Group discussions on exercise results, case studies, questions from trainers or participants

Exercises should include knowledge tests and quizzes, excel-based design and financial calculations, assessment and explanations of technology datasheets and role-playing related to customer advisory for roof-top solar PV project development.

[8] Information and training materials on the IUS model will be facilitated by CARILEC

4. Requirements on the Format of the Bid

The interested bidder (individual expert or company) is requested to submit a bid comprising a technical and a financial proposal according to the instructions given in the following chapters.

The technical and the financial proposals are to be submitted electronically and in separate documents. There shall be no indication of a unit or a total price in the technical proposal.
The contract shall be awarded to the bidder whose proposal has been found substantially responsive and attained the highest production and financial overall score. The scoring for the production (see technical evaluation sheet) and the financial proposal shall be added with an equal weighing of 50/50%.

The technical proposal must be submitted by January 31, 2023. 11:59 pm AST via email to: careep@carilec.org

The financial proposal must be submitted by January 31, 2023, 11:59 pm AST via email to: careep@carilec.org

Further questions related to this assignment and its procurement process can be addressed via email to: careep@carilec.org

Further requirements and provisions:

- The consultant must be available at the beginning of the contract.
- The consultant commits to not disclosing confidential information, neither before, during, nor after the delivery of the service.
- Publications and media contact where necessary will be agreed to in advance with CARILEC.
- All studies, digital outputs and documents elaborated within the contract will be made available to the project in digital form for discussion and approval.
- All results must be provided to CARILEC in digital version and need to follow the CARILEC corporate design standards.
- Bidders will submit names of potential partners/ content providers/collaborators for this assignment.
- The Bidder shall bear all costs associated with the preparation and submission of its proposal. CARILEC shall in no circumstances be responsible or liable for these costs, regardless of the conduct or outcome of the RFP process. Documents submitted by the Bidders shall not be returned.
- The proposals shall be signed by a person or persons duly authorized to sign on behalf of the Bidder.
- Reasonable changes during the assignment will be agreed to in writing in advance, between the consultant and CARILEC.

4.1. Technical Proposal

The technical proposal is required to show how the objectives defined in Sections 2 and 3 of these Terms of Reference (ToR) are to be achieved. In addition, the bidder must demonstrate the company`s capacity, expertise, and experience by providing a concept for quality assurance (company description), and respective references from similar assignments.

The Technical Proposal must be legible (font size 11 or larger) and clearly formulated. The bid must be written in English (language).

The complete technical bid shall not exceed 30 pages (excluding CV's), and must include the following:

- Technical concept and methodology for the requested training service
- Company Description (incl. overview of staff/ team concept, officials of the company, organisational structure, business activities, quality assurance)
- Registration Certificate and Financial statements of past three years
- Project references related to similar assignments for i) the provision of training courses on solar PV and company or expert references for ii) field works regarding the development, installation and/or evaluation of solar PV plants in the Caribbean indicating Name of Client, Project size and scope, Location and Year (the latter can be provided through references/experiences from employed personnel/experts)
- Information on Personnel qualification including CV with tabular overview of previous working and job experiences and certificates. The CVs must clearly show the position and job the proposed training expert held in the reference project and for how long.

4.1.1. Expert Qualification

The proposed training expert shall fulfil the following or equivalent qualifications to comply with the required expertise as indicated below. The interested bidder will be allowed to propose a team of training experts to fulfil the below mentioned requirements through offering a pool of experts. In such a case, the technical proposal must clearly outline the defined responsibilities per proposed expert and their contribution to the respective deliverables, while one of the proposed key experts shall take over the role as team leader and key contact partner for the implementation of the assignment.

a. Education/training

- Academic requirement of a bachelor's degree or equivalent, in Engineering, Natural or Energy Sciences or a similar area, Master's Degree and or PhD will be considered an additional asset
- NABCEP certification or similar

b. Language

- Excellent command of English language in speech and writing

c. General Professional experience

- Minimum of 10 years of professional working experience in the energy sector
- Minimum of 8 years of professional working experience related to solar PV
- Minimum of 3 years developing and implementing training courses related to renewable energies including minimum conducted 3 trainings on solar PV

d. Specific professional experience

- Demonstrated working experience and knowledge in the preparation and implementation of capacity building and training exercise utilizing the digital, online and virtual modalities.
- Demonstrated working experience and knowledge in the construction and installation of grid-tied and island roof-top solar PV projects
- Demonstrated experience and knowledge in the techno-financial development of solar PV projects (Business-Plans, Cash-flow analysis)
- Demonstrated knowledge of applicable supportive and legal frameworks for roof-top solar PV projects in the Caribbean, including building and construction codes, applicable quality standards and connection requirements

e. Regional experience

- Demonstrated working experience in Caribbean OCT`s or CARICOM member countries related to solar PV

4.1.2. Soft skills

In addition to the expert`s specialist qualifications, the following qualifications are required:

- Excellent verbal and non-verbal communication skills
- Enthusiasm for learning and development
- Ability to flexibly adapt working approaches and methodologies according to occurring needs
- Effective interpersonal and stakeholder management skills
- Ability to function effectively within a team with diverse sociocultural backgrounds
- Ability to work independently and take initiative

4.2. Financial Proposal

The financial proposal shall be based on the cost breakdown as described in section 4.2.1 and the costing requirements as per section 4.2.2.

4.2.1. Cost Breakdown

The cost breakdown of the financial proposal shall be provided as follows:

	Deliverables to be prepared/provided by the Consultant	Cost in EUR
1	Developed training curriculum and agenda[9]	
2	Developed learning materials and content (slide decks, exercise documents, tests/quizzes)	
3	Implemented 5 days /40 hours online-training on techno-financial design, evaluation, and development of roof-top solar PV projects, tailored to the context in the targeted Caribbean OCTs (participant list, recordings)	
	TOTAL in EUR	

[9] See also detailed requirements of the training scopes under section 3.3.2

4.2.2. Costing Requirements

4.2.2.1. Assignment of personnel

The assignment is based in the home country according to the time schedule.

4.2.2.2. Travel

No travel is required for the assignment.

4.2.2.3. Other costs

The Consultant will be responsible for providing their own office accommodation, communication, supplies, out-of-pocket expenses, equipment, and all other costs incurred in preparing the requisite reports as part of their financial proposal. These costs are to be included in the cost per deliverable as per cost breakdown.