

Consulting Assignment
Water, Climate and Youth:
Business Models for Supporting Youth-led Projects

INTERNATIONAL SECRETARIAT FOR WATER (ISW)



In collaboration with:



Funded by the Swiss Agency for Development and Cooperation (SDC)



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**Swiss Agency for Development
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1. Objective and Context

Objective: The objective of the assignment is to develop several options for a financially sustainable business model underpinning the Youth for Water and Climate Platform, and, in this context to propose changes, if needed, to the Platform’s overall concept, theory of change, and operational model.

1.1 About the Youth for Water and Climate Platform

Background: Pressure on available water is rising especially in the context of climate change, and action is urgent. Widening gaps in access to water supply and sanitation, growing populations, more water-intensive patterns of growth, increasing rainfall variability, and pollution are combining in many places to make water one of the greatest risks to economic progress, poverty eradication, and sustainable development. If the world continues its current path and no adaptation measures are taken, projections suggest we may face a 40% shortfall in water availability by 2030. The consequences of such stress are local, national, transboundary, regional, and global in today’s interconnected and rapidly changing world, with consequences disproportionately felt by the poorest and most vulnerable¹. Civil Society, governments, the private sector – everyone must work together, across sectors and political boundaries, to find and implement solutions that ensure sustainable and universal access to safe water and sanitation.

Engaging Youth in building and maintaining solutions to the water and climate crises: Youth make up a large proportion of the world’s population; more than 30% of the global population is below the age of 24 and 40% below the age of 35². In most of the countries hit by serious water challenges, young people make up to 60% of the population (e.g. Jordan, Mali). By 2030, it is projected that the number of youth in Africa will have increased by 42 per cent. As a group, Youth have a particular interest in the sustainability agenda at large, and in maintaining water security for the future more specifically; Youth also are increasingly self-organizing and seeking to participate in innovation and decision-making processes, both locally and globally. Engaging Youth – as a group – in finding, building, and maintaining solutions to the current and pending water crises across the world is thus a critical element of global strategies for ensuring sustainable and secure water access by 2030, as enshrined in Sustainable Development Goal #6. Inviting Youth into addressing water challenges more directly would also address many of the other Sustainable Development Goals and many of the climate adaptation objectives.

In developing and implementing a specific strategy to both leverage the ingenuity of Youth as a group, and to engage Youth in solutions development and delivery, the International Secretariat for Water (ISW), the Global Water Partnership (GWP), AgroParisTech University and other partners, both senior and youth organizations, joined forces in 2015, aiming to support youth mobilizing for action on water and climate. They supported youth from twenty countries for COP 21 in preparing a [White Paper](#) of youth, “A Paris For Water”. The White Paper highlighted recommendations from youth to address water and climate challenges. Many youth have demonstrated since then their commitment and capacity to implement activities and projects to realize the vision. However, they also expressed the challenges they faced when attempting to develop quality project and securing funding, as they felt unequipped to approach funding organizations. For this reason, the partners decided in 2017 to engage with a more ambitious challenge: to provide Youth the support they need to scale up their

¹ From the High Level Panel on Water report: “Making Every Drop Count”, March 14, 2018, p. 7.

² <https://esa.un.org/unpd/wpp/Download/Standard/Population>

action on water and climate – and hence become agents of change. The targeted Youth include young people, youth organizations and young professionals, up to 35 years old³.

The Youth for Water and Climate platform: Consultations initiated in January 2017 with senior partners and youth organizations led to formulate the concept and approach for the platform. Following these exchanges, the Youth for Water and Climate platform was formally launched in the summer of 2017, with the objective to enhance Youth’s contributions to the sustainable development and climate agendas. The platform is a unique space, open to every individual youth and youth organizations. More specifically, it provides clear tools to help youth develop and implement quality projects and secure the technical and financial resources needed for implementation via a match-making process. The vision behind the platform is to offer a collaborative space between youth and senior professionals, where organizations and individuals can complement each other and youth can easily access the support they need.

The overall goal of the initiative is to enhance youth contributions to the 2030 and climate agendas by supporting youth-led initiatives. The platform has three components:

- (a) A process that supports youth in developing strong project proposals and labels these proposals: this includes tools and guidelines (through the [LEARN section](#) of the web-platform), and a ‘quality-assurance’ (QA) review process of proposals, with feedback given to the youth on areas to improve and labeling of strong proposals. The review is currently carried out by YWC secretariat; the concept is, overtime, to involve other youth organizations and outside experts in it. The objectives of this component are (i) to ensure that projects are of good quality; (ii) for youth to learn and improve their own capacity in developing strong project proposals; and, as external reviewers would get involved, (iii) to develop relations between youth and selected experts in the water space.
- (b) A communications component, including:
 - a. A web-based platform that presents the quality assured youth project proposals on water and climate to broader audiences (market place); the objective of this component is to (i) showcase youth projects, (ii) create an effective and transparent interface for projects and supporters to ‘meet’ each other; and (iii) create opportunities for other youth to be inspired by and learn from the projects submitted and potentially funded.
 - b. The organization of events with the objectives (i) to feature youth projects, (ii) to foster connections with senior organizations and experts, and (iii) to build awareness around the Youth for Water and Climate Platform and its partners.
- (c) The provision of a catalogue of quality-labelled and vetted youth projects to supporters and a process that matches youth-led projects with financial and technical support; the objective of this component is (i) for organizations and experts interested in engaging with youth projects, to access a catalogue of quality-labelled and vetted youth projects they could engage with and (ii) for youth, to mobilize and un-lock resources otherwise not tapped for youth water-related projects and activities while also sustaining longer-term relationships between supporters and youth. The matching can happen through the web-based platform or through specific, individualized match-making, including for example joint calls for proposals with a partner organization or through targeted support to fund-raising efforts for specific youth projects.

Over the end of 2016 and 2017, the YWC Secretariat has been pro-active in supporting the development of a number of youth-centric initiatives and projects with a very strong youth involvement. Such was the case for:

³ The United Nations defines youth as “young people between the ages of 15 and 24 years”. Since the target group for YWC platform is broader, the definition of Youth for YWC includes all those under 35 years old.

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- [#TonFuturTonClimat](#) in West Africa with the support from the Government of Quebec and GWP (implemented in 2019)
 - Youth Voices → Policy Choices, a YWC Central and Eastern Europe project with financial support of the EU (implemented in 2018)

The beta version of the web-based platform was launched in March 2018. It features youth projects from Asia, Africa and Latin America. These projects generally have a target size of 250 to 5000 beneficiaries in the local population and look for a few thousand dollars up to fifteen thousand dollars in support, as well as technical support. The QA review process is ongoing for additional projects. A few individual experts have signed up as supporters on the web-platform, in addition to GWP and ISW. Thus far, due to time constraints the efforts deployed to reach out and engage with supporters have been limited to a few targeted individuals and organizations.

Other approaches for supporting youth-led or relatively small projects: In the development context, a number of organizations and platforms exist that provide support, including but not limited to:

- Organizations and platforms which provide technical and/ or financial support to a limited number of projects, selected through competitive calls for proposals: this is a very common approach. Within the YWC consortium, Young Water Solutions and CEWAS operate on this model for example.
- Crowdfunding platforms: the biggest platforms (GoFundMe for example) operate without vetting of the projects or engagement with the project leaders, but some platforms vet projects and/ or provide some training or guidance to them (Global giving for example).
- Marketplace forums, where selected project promoters can meet with potential supporters: in the water sector, Waterpreneurs for example operates marketplace forums.

1. 2. About the Partners: ISW, GWP, and AgroParisTech

The International Secretariat for Water (ISW) (sie-see.org): Since its foundation over 25 years ago, ISW has strived to create a better planet, where people can live in dignity free from the tyranny of thirst and unsanitary conditions. In pursuit of this goal, ISW works from local to international levels, with a growing network of partners on all five continents. Whether the organization is building infrastructure, coordinating governance or inspiring young water leaders, it operates with flexibility, adaptability and creativity. ISW mobilizes, connects and supports stakeholders who may otherwise be excluded from decisions that affect them, and works to build an inclusive movement for better, more sustainable provision of water and sanitation. Access to water is a right, and for a right to have meaning, it must be defined, and it must above all be defended. More specifically related to young people, ISW mobilizes and supports youth around the world with the courage and spirit to stand up for water in their communities and internationally. The organization's global networks and initiatives allow youth to unlock their capacities as agents of change and adapt to complex new challenges, while speaking with a strong voice. ISW's role in the Youth Water and Climate project is to co-lead the platform and run the day to day activities, jointly with GWP.

The Global Water Partnership (GWP) (gwp.org) is an action network established in 1996 to support countries in their efforts to implement more equitable and sustainable management approaches to secure current and future water resources. The Partnership spans 13 regional teams that coordinate multi-stakeholder efforts in over 80 countries, through structured country water partnerships as well as through more loosely coordinated country- or river-basin specific platforms, altogether leveraging over 3,000 institutional partners. To formulate and implement initiatives suitable to address the

many pressing and diverse water challenges, GWP-convened platforms need knowledge and insights relevant to their specific situation. A global network, the Partnership is rich in relationships, contacts and expertise that can be mobilized to strengthen local or regional initiatives. The social and intellectual capital built over the years is strong and has allowed the Partnership's teams to successfully contribute to country- or river-basin-level shifts towards better and more integrated water resource management. But time is getting short, and more action is needed, faster, and in more places. The Global Water Partnership was set up to address just that – to help convene key actors on multiple levels and foster good governance and decision making, keeping actors together and on track. GWP's role in the Youth Water and Climate project is to co-lead the platform and run the day to day activities, jointly with ISW.

AgroParisTech University is a French higher education and research institute aiming at addressing some of the main global challenges of the 21st century: feeding a growing population while sustainably managing territories, preserving natural resources, supporting innovation and integrating the bioeconomy. The University takes part in strategic discussions regarding YWC and is most involved in the quality assurance component of the platform, as well as outreach to Francophone youth and experts.

2. The Assignment

Objective: The objective of the assignment is to develop several options for a financially sustainable business model underpinning the Youth for Water and Climate Platform, and, in this context to propose changes, if needed, to the Platform's overall concept, theory of change, and operational model.

2.1 Current Design and Implementation of the Platform Initiative

The Basic Design: The Youth for Water and Climate Platform is designed along three "pillars", corresponding to the three elements described in 1.: (a) project development and quality assurance; (b) communications, and (c) fundraising and technical support.

Users of the Platform: There are three types of users of the platform:

- Youth project leaders and youth-led organizations – who would use the platform in order to access feedback on their project design and to access potential funding and technical support;
- Supporters:
 - "Regular" environmental organizations and experts (including but not limited to the water, climate and development sectors) – who would use the platform in order to be able to engage with youth-led projects, thereby gaining insights and opportunities for collaboration while also possibly responding to their organizations' goals in addressing the global youth agenda;
 - Funding organizations, including for example private companies as part of the corporate social responsibility or companies interested in supporting innovation;
 - Individuals interested in funding appropriately quality-assured youth led water and climate projects.

The operational model: As per its current design, the Youth Water and Climate platform is supported by a technical secretariat and overseen by a Consortium.

- The technical secretariat is comprised of GWP, ISW, and AgroParisTech.

- The Consortium acts as the Steering Group for the platform and is comprised of both "regular" and youth organizations operating at the global, regional and country levels: GWP, ISW, AgroParisTech, Bangladesh Model Youth Parliament, Young Water Solutions, Young Volunteers for Environment Gambia, Water Youth Network, Waterlution, Red Viral, CEWAS, Youth Water Community CEE, Instituto Tecnológico de Chetumal - Tecnológico Nacional de México, World Youth Parliament for Water.

Over a hundred organizations and individuals have also signed to date the [Declaration of intention of support for the YWC initiative](#), expressing support to the initiative.

Achievements so far: The Youth for Water and Climate platform is, as a delivery model, still under construction, and different components are gradually being built up.

(a) **Project development and quality assurance:** development of QA criteria; the review is currently carried out in house by the technical secretariat.

(b) **Communications:**

- Web platform: A prototype of the web-platform was presented during the World Water Week in August 2017 and the beta website was officially launched during the World Water Forum in March 2018.
- Outreach and mobilization of projects and supporters: At the global level, four events were organized between August 2017 and August 2018 to feature youth-led projects, foster connections with senior organizations and experts, and build awareness around the Youth for Water and Climate Platform and its partners (e.g. Youth for Water and Climate Day arranged at the World Water Week in August 2017 and August 2018; side-events at COP23 showcasing the platform and its pilot projects; YWC event at the World Water Forum). At the regional and sub-regional levels, some regional water partnerships have featured the platform as an avenue for youth to access support, during workshops targeting youth in the water sector. The platform was presented for example during a [workshop in Mauritania](#) in April 2018 and during a [summer school](#) in Central and Eastern Europe in July 2018.
- Outreach to youth-led organizations and targeted engagement with young project leaders: exchanges with Young Water Solutions to identify strong project proposals identified through their May 2018 call for Young Water Fellows and engagement with the individual young project leaders to encourage them to upload their projects on the platform. In addition, major youth networks such as the Youth Parliaments for Water and the Water Youth Network have been approached to disseminate the platform and engage with young project leaders in various regions.

(c) **Fundraising and technical support:** Discussions on the general development of YWC, including fundraising and technical aspects of the platform were the main focus in the past year, as a strategic step forward.

- In early 2017, a joint GWP – WMO call for proposals was organized, in collaboration with the Water Youth Network and Deltares; 6 000 euros were awarded in grants to three projects and the youth were also provided with technical support in the implementation of the activities.
- General YWC proposal developed to secure funding in 2018. The proposal submitted to the Swiss Agency for Development and Cooperation was successful and funds were granted to cover part of 2018 activities. This include a call for proposals for youth projects in September 2018.
- Individual engagement with potential supporters:
 - GWP and ISW partnered with young people in developing and fundraising for [#TonFuturTonClimat](#) in West Africa. The project is supported by the Government of Quebec and GWP (implemented 2018-2019).

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- GWP and ISW supported youth in Central and Eastern Europe in developing and fundraising for their project Youth Voices → Policy Choices, accessing an Erasmus + grant.

Learning gained: During the first year of implementation – between August 2017 and August 2018, the Platform initiative encountered a number of challenges while also learning about design features that will need to be taken into account for the next phase of implementation. These challenges and learnings include:

- Brokering matches between experts and youth-led organizations: Brokering and sustaining “matches” requires effort, more than initially anticipated. For example, during outreach events, senior experts tend to express interest in youth projects presented but further, significant, engagement with these experts would be needed to get them to mentor or sponsor a specific project on an ongoing basis.
- Mobilization of projects and support needed for the development of quality project proposals: Youth with ideas and willingness to act are numerous but significant outreach efforts and support to young project leaders are needed to get quality projects on the platform.
- The potential supporters most accessible to YWC partners are those within the professional water sphere; yet the initial concept for the platform is to target the professional environmental sphere, other funding organizations, and the general public.
- Targeting of and engagement with sponsors for YWC and with supporters for youth projects: the targeting and engagement strategy needs to be fine-tuned with regard to potential funders (whom to target – small or big organizations; what kind of financial support to require (e.g. basket funding or small grants directly disbursed); what kind of support/services to provide to them; how to maintain relations).
- Engagement with youth projects and supporters beyond brokering matches – unresolved. The project team has received some indications that potential funders may be more attracted to the Platform’s matching services if the Platform would manage directly the financial support to youth projects (disbursement of funds to the projects, monitoring and reporting, etc.).
- Resources and effort required for implementation: The secretariat had originally estimated that the implementation could be carried out in house, but there are challenges in terms of available resources vs needs.
- Developing a common vision for YWC: The partners (technical secretariat, consortium members) share the objective to support youth-led projects in the fields of water and climate. Some have different views however as to what YWC should focus on in priority and how YWC could best contribute to their missions; it is important that their views are heard to ensure sustainability of the YWC platform.

2.2. The Assignment: Specific Steps, Requirements, Timeline, and Budget

Main elements: As noted above, the objective of the assignment is to develop several options for a financially sustainable business model underpinning the Youth for Water and Climate Platform, and, in this context, to propose changes, if needed, to the Platform’s overall concept, theory of change, and operational model. More specifically, the assignment is to:

- (a) Take a user-centric approach and revisit – end-to-end – the Youth for Water and Climate Platform, including the concept (value proposition, business model, operational model,

financial model) and the three pillars and activities, both in light of other “youth supporting” initiatives and in light of the initiative itself, its concept and experiences.

- (b) Develop 3-4 options for viable business strategies for the Youth for Water and Climate Platforms – again taking a user-centric approach and drawing on the analysis undertaken under (a), assuming complete liberty in developing the options proposed⁴, and including – for each proposal – an estimate of likely resource requirements and estimated revenue generation capacity⁵.
- (c) Identify one preferred viable business strategy, as per criteria discussed with and identified jointly with the Platform’s partners, and propose a implementation plan, considering current resources, competencies and assets in place, as well as a time-bound path to implementation.

Approach and specific steps: While the consultant should feel at liberty to develop and propose his/her own workplan in delivering the on the assignment’s three elements above, a number of specific steps may be considered:

- Engage with the Platform’s partners: For the assignment to be successful, the consultant should take care in engaging the Platform partners, gathering views, understanding constraints and aspirations, and contributing to what should be a candid view of each partner’s interests, ensuring eventual uptake of the proposal through appropriate consultation;
- Engage with potential supporters on their expectations and needs
- Engage with other platform leaders on lessons learned from other relevant initiatives, and possible pathways for YWC

The consultancy should include a two-day workshop: The workshop would serve to introduce the Platform’s partners to key concepts of user-centric design, to current experience in crowdsourcing and small-grants programs already available “in the market” and their relative performance, and to aspects of financial and operational viability of different models. The workshop would also serve to refine the options for viable business models developed and to hone in on criteria for selecting the preferred option. Attendees to the workshop may include the Platform’s Secretariat and some of the key partners.

Information and resources available to the consultant: In undertaking the assignment, the consultant will avail him/herself of:

- Documentation regarding the Youth for Water and Climate Platform (concept notes, web platform, consortium meetings notes, draft fundraising proposal with budget...);
- Information and insight provided by the Youth for Water and Climate Platform’s Secretariat, provided through bilateral (virtual) meetings and exchanges as needed
- Information and insight provided by Consortium members; these can be collected through different means (questionnaire, group discussion, some bilateral (virtual) meetings).

⁴ The options developed - in terms of viable business strategies - may vary along a number of dimensions, including but not limited to: target groups for experts (for example, focus on water professional sphere for supporters, or target the general public); types of activities to ensure project uptake (e.g. the scope for the quality assurance component); types of projects to be promoted (e.g. strongest proposals only or projects already vetted by partners); approach for matching youth led projects and potential financial supporter (e.g. web-based vs individual, target approach to matchmaking); the roles of the different partners (e.g. the role of YWC in the management of the financial support).

⁵ The resource requirements and revenue potential of the different options should consider, beyond an assessments of the costs of running the platform vs potential revenue streams, also details of possible operational mechanisms for mobilizing financial support to youth-led projects (fundraising, financial management) and options of leveraging network effects and attracting additional support organizations for the digital platform.

Timeline, Deliverables, and Budget: The assignment should start on or around November 1st and should be concluded no later than January 31st. The assignment is to include four specific deliverables, to be delivered between November 2nd 2018 and January 31st 2019:

1. **By November 22nd 2018:** An inception report, providing details of the approach; initial insights garnered from the review of alternative platforms and similar 'matching' efforts, from interviews with the Secretariat, a few selected Consortium members, and, if appropriate, potential funding partners; and a proposed structure for the two-day workshop;
2. **Before December 21st 2018:** a two-day workshop (as described above), including design, facilitation and short workshop report;
3. **By January 5th 2019:** Draft report, including analysis, 3-4 viable business models, and details of an implementation plan for one of the viable business models chosen based on agreed upon criteria, as well as any other relevant recommendations to consider in regards to the Platform's current and possible future approach;
4. **By January 31st 2019:** An updated final report, based on feedback received from the Secretariat, Consortium members, and other partners.

The deliverables should be submitted electronically to ISW in Microsoft office format (.docx ; .xlsx) as well as .pdf formats.

The estimated number of days for the consultancy is up to 20 days.

The consultant is expected to prepare and facilitate the 2-day workshop.

The table below displays a suggestion of methodology and approach for the consultancy. However, the Consultant is free to suggest another format if preferred.

STAGE	PROPOSED ACTIVITY	DELIVERABLE	ESTIMATED DURATION (PERSON DAYS)	COMPLETION DATE
1) Inception stage	1a) Information gathering 1b) Consult YWC Secretariat 1c) Consultations 1d) Planning of the two-day workshop	1.1) [Paper] Inception report providing details of the approach; initial insights gathered interviews and from the review of alternative platforms 1.2) Proposed structure for the two-day workshop.	4	By 22 November 2018
2) Workshop and maturation of the design of the business models	2a) Workshop 2b) Information gathering 2c) Consultations	2) Two-Day Workshop	4	Before 21 December 2018
3) Preparation of business models and implementation plan ; design of the business models, (approaches, human & financial resources, objectives, etc.)	3a) Follow-up meetings	3) [Paper] Draft report, including analysis, 3-4 viable business models, and details of an implementation plan for one of the viable business models chosen based on agreed upon criteria, as well as any other relevant recommendations to consider in regards to the Platform's current and possible future approach	7	Before January 5 th 2019
4) Finalization of the business models and implementation plan.	4a) Follow-up meetings	4) [Paper] An updated final report, based on feedback received from the Secretariat, Consortium members, and other partners. Implementation stage to identify corrective measures if needed)	5	31 January 2019
	Total		20	

3. The Consultant

Specific requirements: The consultant – an individual or a team - will be chosen based on the quality of a short proposal and specific qualifications and experience, including:

- Background and experience in user-centric design of web-based platforms facilitating interaction and matching between different groups, specifically with regard to business models built around user analyses (minimum 5 years of experience); this should include expertise in innovative business and financial planning, specifically regarding start-ups, crowd-funding mechanisms and marketing tools for web-based businesses and more generally knowledge in online collaborative platforms;
- Knowledge and experience in the development and environment sectors at the global level, including knowledge of the different organizations of the sectors and their overall dynamics;
- Experience in strategic analysis and planning;
- Excellent oral and writing skills in English (oral and writing skills in French is an asset).

Key functions of the Consultant:

- Develop the YWC Business models and an implementation plan
- Act as Lead facilitator.
- Prepare the reports.

Evaluation criteria regarding the qualifications	Relative Importance
Background and experience in user-centric design of web-based platforms facilitating interaction and matching between different groups, specifically in regards to business models built around user analyses (minimum 5 years of experience);)	50%
Knowledge and experience in the development and environment sectors at the global level, including knowledge of the different organizations of the sectors and their overall dynamics	20%
Experience in strategic analysis and planning	15%
Excellent oral and writing skills in English (oral and writing skills in French is an asset).	15%
Total	100%

3.1 Communication & Travel Costs for the two-day workshop

	Approximate Amount in EURO or CAD
Communication costs (reimbursed with receipt) <i>The Consultant should give a detailed list of those costs in its offer</i>	To be detailed in the budget
Hotel and subsistence costs in different locations: Montreal, Stockholm, Paris and Katowice <i>The location of the workshop will be determined by the ISW and GWP with the Consultant.</i>	Cost per night and per diem rate for each of these locations to be detailed in the budget
Travel costs <i>The workshop location and possibility of additional working trips of the consultant to visit GWP office in Stockholm or ISW office in Montreal will be discussed and firmed up with ISW and GWP. The consultant should provide estimates for travel costs for the following locations: Montreal, Stockholm, Paris and Katowice.</i>	Estimate cost to be detailed in the budget; this expense will be reimbursed on actual cost basis in economy class
Estimated Total	To be detailed in the budget

3.2 Instructions to submit the offer

Parties issuing the invitation	The International Secretariat for Water (ISW)
Type of process	Invitation procedure
Place of performance	Home-based
Period of assignment	November 2018 – January 2019
Community of bidders	Not allowed
Partial offers, variants	Not allowed
Questions	To be sent by e-mail to: hsellali@sie-isw.org until 05 October 2018
Address and date for submitting the offer	Offers need to be submitted until 10 October 2018 in electronic format to the following address: hsellali@sie-isw.org
Language	Language of the Terms of References is in English. The offer has to be submitted in English.

4. Formal aspects

The contract will be established between the International Secretariat for Water (ISW) and the Consultant, under the responsibility of Sarah Dousse, 911, Jean-Talon E., suite 205, Montreal, QC, H2R 1V5, Canada.

4.1 Composition and content of the offer

Part 1	Technical Proposal	Max 3 pages + annexes
2.1	Delivery of the mandate: Proposed approach, methodology, set-up and work plan for the delivery of the mandate	
2.2	Understanding of the mandate: Interpretation of the terms of reference and appreciation / analytical discussion	
Part 2	Financial Proposal	
2.1	Financial offer: The financial offer is to be submitted in EURO or CAD currency.	
Part 3	Qualifications	
3.1	Description of qualifications and competencies of the Consultant, together with the curriculum vitae.	

Budget

The proposed time-budget for the entire mandate is up to 20 person-days. The Consultant shall submit a financial offer taking into account fees and should provide rates for related expenses (travel, subsistence and communication/production costs). The budget is to be provided in EURO or CAD and shall specify possible taxes/VAT separately.

No reimbursement can be made for work in preparing and submitting his or her offer.

Annex :

- Annex 1: [YWC Declaration of Support](#)
- Annex 2: YWC Marketing document



YWC Marketing
Document

- Annex 3: [ISW Annual Report 2017](#)
- Annex 4: [GWP Annual Report 2017](#)