



Terms of Reference

Development of a Business Plan for the Centre for Renewable Energy and Energy Efficiency for Central Africa (CEREEAC) – 2024 to 2030

08 July 2023 | RFP No. 7000006390

1. Background

Under the Global Network of Regional Sustainable Energy Centres ([GN-SEC](#)) program, UNIDO supports the Economic Community of Central African States (ECCAS) in the establishment of the Centre for Renewable Energy and Energy Efficiency for Central Africa ([CEREEAC](#)), which aims to accelerate the energy and climate transition by providing support “from the region for the region”. The geographic scope of the centre includes Angola, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Equatorial Guinea, Gabon, Republic of the Congo, São Tomé and Príncipe.

The technical and institutional design of the CEREEAC is the result of a comprehensive consultative preparatory process, which was undertaken by UNIDO and ECCAS between 2020 and 2021. The centre was adopted by the Energy Ministers on 8 June 2021 and formally established by Decision No. 04/CEEAC/CCEG/XIX/21 of the 19th Conference of Heads of State and Government held on 30 July 2021 in Brazzaville. Following a competitive selection process, Luanda, Angola was designated as the host location of the CEREEAC Secretariat.

The centre received full legal identity with all rights and privileges upon the signature of the host country agreement between ECCAS and the Government of Angola on 3 November 2021. The centre was officially inaugurated on 10 March 2023 during a high-level ceremony, co-organised by the Government of Angola, ECCAS and UNIDO. The Start-Up Unit of CEREEAC, headed by Mr. Jean-Pierre Ndoutoum, has officially been established at the centre’s premises on 16 June 2023. The Start-Up Unit and the CEREEAC Secretariat will streamline their operations through a network of National Focal Institutions (NFIs) and Thematic Hubs (THs) among all ECCAS countries. The CEREEAC management operates under the guidance and oversight of a Ministerial Steering Committee and an Executive Board.

The CEREEAC aims to address demand and supply-side barriers for integrated and inclusive ECCAS sustainable energy product and service markets by promoting economies of scales, equal progress, joint learning and spillover effects between countries. Through cross-border approaches and methodologies, the centres will complement and accelerate national efforts in the areas of policy, regulation, quality infrastructure, qualification, knowledge and facilitation of investment and entrepreneurship. It will serve as a central hub for knowledge, counselling, as well as international and local partnerships.

The creation of the CEREEAC is an important contribution to the envisaged structural transformation in Central Africa. Global emergencies, such as climate change, the COVID-19 health and economic crisis and frequent oil price fluctuations are demonstrating the vulnerability of Central African countries, which are highly dependent on the export of raw materials, including oil and gas. The shift towards renewable energy and resource efficiency, as well as circular economy practices is an important prerequisite for the success of economic diversification, industrialisation, and climate actions. The expansion of higher added value manufacturing and servicing in Central Africa requires rapid investments in climate-resilient low-carbon energy infrastructure.



With the creation of the CEREEAC, the GN-SEC will cover the entire African continent. It will become an important triangular capacity hub to accelerate the implementation of the industrialisation, energy and climate goals in the African Union Agenda 2063 “The Africa We want”. It contributes to the AU efforts to establish a harmonised continental electricity market and free trade area, as well as the implementation of the Third Industrial Development Decade for Africa (2016–2025). UNIDO will facilitate south-south and triangular cooperation between CEREEAC and the other African centres, including RCREEE (Egypt), ECREEE (Cape Verde), SACREEE (Namibia) and EACREEE (Kampala) on common energy issues and solutions.

From the very beginning, CEREEAC will operate according to local rules and within ECCAS ownership and decision-making processes. UNIDO provides mentoring and technical services related to institution-building, technical program development, partnership building and fund mobilisation throughout the first operational phase of the centre. It is envisaged that the centre reaches full independence and financial and technical sustainability by the end of the project period. Currently, the centre is building up its technical and administrative staff capacities. The centre has started with a small, gender-balanced, multicultural Start-Up Unit comprising technical and administrative experts. The Unit is expected to expand, depending on its performance and raised programmatic funding.

During the initial phase, the CEREEAC operates according to the CEREEAC Project Document and Results Framework. During the first operational phase, the document will be replaced by a Business Plan, which reflects the priorities of the new local management. Therefore, UNIDO and CEREEAC are desirous of engaging a professional service provider to develop the 2024-2030 CEREEAC Business Plan (BP). The envisaged business model of the centre is based on the region’s priorities, mobilization of resources from climate and development funds, fee-for-services and RE&EE project development, deployment, and operations.

2. Objectives and deliverables of the assignment

The CEREEAC BP shall be in line with ECCAS policies and provides guidance on the vision, mission, business model and resource base, offered service packages to key clients and technical priority programs of the centre for the next six (6) years. The BP shall include a detailed Results Framework (incl. gender and age-disaggregated measurable indicators), which will ensure effective management, progress monitoring, reporting, validation and evaluation. It shall also define a feasible and sustainable scenario of budget and resource requirements.

The BP will be prepared in close consultation with the Head of the Start-Up Unit (HSU), the ECCAS Commission, ECCAS Member States and the UNIDO HQs. The contractor will consider the given institutional and technical set-up in the CEREEAC Project Document and Results Framework, as well as the theory of change of the GN-SEC. The BP shall include a feasible and realistic outlook on the potential contribution of the centre regarding the establishment of sustainable energy product and service markets within ECCAS and its impact towards the achievement of the Sustainable Development Goals (SDGs), particularly SDG7, SDG9 and SDG13.¹ More specifically, the CEREEAC BP 2024-2030 shall:

- a) Be based on a SWOT and PESTLE analysis (alternative methodologies can be proposed) of CEREEAC as a specialised institution of ECCAS mandated to create a regional, integrated and inclusive market for renewable energy and energy efficiency products and service; the analysis shall take into account the requirements and priorities set by the ECCAS Commission and Member States, as well as the findings of the CEREEAC needs assessment and project document; moreover it shall consider latest international technology developments and trends (e.g. storage, green

¹ The programmatic timeline of the CEREEAC BP is aligned with the SDGs Agenda, ending by 2030.



- hydrogen, e-mobility); it shall be noted that there is no need to create a new RE&EE baseline report; the emphasis of the assignment shall lie on the development of the BP incorporating best practices;
- b) Be based on a substantive analysis of best-practice business plan and model examples of other intergovernmental centres, including within the GN-SEC. The research and analysis shall include examples of fully public, hybrid and private funded centres, associations, organisations and non-profit companies. A detailed analysis of potential income generating activities and services (e.g. fee-for-service, concessional climate and development finance, call for proposals) shall be undertaken. Currently, the centre has no perspective of receiving membership fees from ECCAS Member States. The analysis requires close coordination with CEREEAC/ECCAS and shall take into account the individual needs of each ECCAS Member State;
 - c) Review the technical support needs of ECCAS Member States, and propose a realistic set of priority services and activities of the centre using the CEREEAC Project Document and the Needs Assessment as a guide. In this context, interviews with relevant public and private stakeholder shall be undertaken;
 - d) Define the scope of the technical CEREEAC mandate, strategic positioning, key functions and services of the centre by taking into account the comparative advantage of other national and regional institutions and the CEREEAC Project Document; create strong links to the GN-SEC platform and other regional centres particularly in Africa (i.e. RCREEE, ECREEE, SACREEE and EACREEE).
 - e) Review and update the activities/deliverables in the result areas on policy support, knowledge management, capacity building, investment and business promotion in the CEREEAC Project Document;
 - f) Provide a set of measurable and verifiable gender and age disaggregated indicators in the form of a Results Framework (including Logical Framework Matrix, which also identifies the risks) for CEREEAC to enable the evaluation of its progress of implementation. This should also include quantifiable specifications of the target groups for the respective output area and a system to monitor progress and impact on the respective target group;
 - g) Be based on the established technical requirements, reviewing the readiness of CEREEAC's organisational structure and required capacity in fulfilling its mandate and make recommendations; suggest amendments as required;
 - h) Review the organizational management structure, decision making processes, reporting lines and work flows of operation (i.e. CEREEAC internal rules and procedures);
 - i) Define the necessary skill set for the positions to be hired; propose the organisational a staff chart;
 - j) Describe the potential CEREEAC partnerships and financing structure, adopted to meet its mandate;
 - k) Provide guidance on how to mainstream gender and youth dimensions as well as social standards into CEREEAC, both as an institution and into all its programmatic activities;
 - l) Provide guidance on how to establish a quality and appraisal framework for the technical operations of the centre;
 - m) Provide guidance on how to mainstream environmental safeguards into the institution itself, as well as all of its programmatic activities, including social safeguards, to ensure no harm or degradation to the environment and natural resources and to ensure climate resilience and adaptive capacity;
 - n) Provide a strategy for factoring in emission reduction calculations, and other environmental and socio-economic indicators into all CEREEAC activities;
 - o) Outline how CEREEAC can effectively interact with the ECCAS Commission, the ECCAS Energy Programme, other regional organisations (e.g., the CAPP and the CORREAC), the ECCAS Member States, the Thematic Hubs as well as rural electrification agencies, development partners, private sector, financing and investment institutions, state owned agencies including utilities, academia and civil society;
 - p) Provide budget and resource requirement scenarios for the implementation of the BP;
 - q) Define the best business model for the centre, in line with the undertaken analysis above. Define the running cost of the Centre, broken down to operational costs and technical program costs



- (activity based). The budget should also factor in the necessary gender equality, social and environmental safeguards and youth empowerment activities;
- r) Provide a resource mobilisation strategy to finance the budget and planned activities;
 - s) Propose different reliable and sustainable mechanisms of generating revenue to sustain CEREEAC operations and activities without relying on donors;
 - t) Define the comparative advantage of CEREEAC (in consultation with the ECCAS Commission) to attract Action/Technical Assistance Requests from Member States and development partners, and to apply for international financing;
 - u) Define the market and the potential stakeholders in order to establish partnerships for generating project funds;
 - v) Elaborate scenarios for financial structures of the different projects and services CEREEAC will implement;
 - w) Project a realistic budget scenario from generating project funds over the next six years;

Deliverable 1:

- Final Inception report in French and English (incl. list of documents to be reviewed, interviews and meetings to be held)

Deliverable 2:

- Draft BP including all elements listed under the objectives of this TOR in French and English; to be reviewed and validated by the CEREEAC Technical Committee and Executive Board;

Deliverable 3:

- Final BP (incl. results framework and budget, gender and youth disaggregated indicators, risk assessment, SWOT & PESTLE, budget scenarios, and any other task listed in this assignment) and publishable summary and power point presentation; in French and English;

3. Scope of work and time schedule

TASKS	DELIVERABLES	WORKING DAYS (W/D) SPREAD OVER 3 MONTHS
1. Review of existing CEREEAC documents and preparation of an inception report based on consultations with the main stakeholders (e.g., ECCAS, UNIDO); the contractor will highlight best-practice examples of BPs and models of similar intergovernmental centres inter alia.	Presentation of the inception report and the proposed methodology (incl. draft table of contents of the BP, as well as list of documents to be reviewed, planned stakeholder meetings, examples of best practice BPs) Minutes of phone calls held with stakeholders Draft inception report Documents to be provided in French and English	5.00
2. Under the guidance of the CEREEAC Head of the Start-Up Unit (hereafter HSU), compile a list of all relevant documents and stakeholders in the region which need to be considered in the positioning of CEREEAC; coordinate with UNIDO on relevant GN-SEC documents; Review of the selected documents; the list	List of relevant documents List of Stakeholders	3.00



requires approval by UNIDO and CEREEAC;

3. A detailed review of the existing CEREEAC documentation and theory of change will be undertaken. This will include the CEREEAC Project Document and Needs Assessment and other relevant renewable energy reports (e.g. IRENA). The review will include also available documentation on the energy situation including ECCAS baseline reports and assessments, ECCAS energy policy and Member State energy policies and action plans, or strategic documents, and past and on-going projects in the region. The NDCs of the ECCAS Member States should also be considered in the review. No new comprehensive analysis of the ECCAS energy challenges and status of renewable energy and energy efficiency markets is required.

Moreover, the review will study international best practice BPs and models for similar intergovernmental centres, including within the GN-SEC. The research and analysis shall include examples of fully public, hybrid and private funded centres, associations, organizations and non-profit companies. A detailed analysis of potential income generating activities and services (e.g. fee-for-service, concessional climate and development finance, call for proposals) shall be undertaken.

Where necessary, and to complement the already undertaken needs assessment during the CEREEAC preparatory phase, interviews with stakeholders in the ECCAS region, including the ECCAS Commission, UNIDO, and other development partners will be undertaken. The consultants will also get in touch with other GN-SEC centres (e.g. RCREEE, ECREEE, EACREEE, SACREEE, etc.); moreover, the contractor will undertake interviews with other centres of excellence to learn from their BPs and models;

Problem statement of the BP clearly defined and analysis of the needs of the different stakeholders carried out. International best practice examples for BPs and models for similar institutions are available.

12.00

4. Based on the rigorous analysis above, and in line with the CEREEAC project document, the design of interventions/activities that CEREEAC should focus on over the next six (6) years of operation (2024-2030) will be

Activities of the CEREEAC are defined over a 6-year period with a more detailed analysis for the first 3-year period. Risk assessment, SWOT and PESTLE of the CEREEAC are carried out and result framework for the Centre

10.00



<p>developed; the already established programs and activities will be reviewed. Moreover, a risk analysis and possible mitigation measures, SWOT and PESTLE analysis of the CEREEAC will be undertaken; this includes the review and potential readjustment of the current institutional set-up and division of labour with the ECCAS Energy Program after the internal restructuring;</p>	<p>developed; institutional design of CEREEAC and division of labour within ECCAS reviewed and adapted as required;</p>	18.00
<p>5. Based on the proposed objectives, expected outcomes, outputs and activities of CEREEAC, the detailed 2024-2030 CEREEAC BP will be developed, including all elements listed under “objectives”, detailing the market potential of the proposed activities, its income generation capacity, expenditures, cash-flow analysis, emission reduction and local environmental impact, gender and youth dimensions; moreover, it will discuss the financial and economic viability, budget scenarios etc. The BP should also include a Results Framework (incl. quantifiable gender and youth-sensitive indicators) to support monitoring and evaluation.</p>	<p>Draft BP 2024-2030 for CEREEAC is developed, emphasizing sustainability of the Centre.</p> <p>A Draft Results Framework to support M,R,V&E is delivered as part of the BP (incl. measurable indicators)</p>	18.00
<p>6. Presentation of the outline or the draft BP and Model at one of the CEREEAC meetings (by video-conference);</p>	<p>Meeting minutes and received inputs during discussions</p>	2.00
<p>7. Review the organizational CEREEAC chart and staffing levels (with detailed TORs for proposed staff member); ensure that CEREEAC will be able to deliver on its mandate while continuing to operate in a sustainable manner; the TOR shall emphasize gender equality, intergenerational equity, as well as social and environmental competence. Based on an assessment of existing capacities and on-going activities, propose institutions to be focal points of the activities of CEREEAC in the ECCAS region; clearly define the division of labour with the ECCAS Energy Programme and Thematic Hubs (THs);</p>	<p>Organizational structure, staff compliment and TORs for the proposed staff of CEREEAC proposed.</p> <p>National focal institutions identified further to a detailed analysis of the capacities.</p>	7.00
<p>8. Propose and substantiate at least five (5) RE and EE flagship programmes/projects that CEREEAC could develop and implement and identify potential donors to be approached for funding. The five (5) programmes/projects will have detailed aims, objectives, activities, outputs,</p>	<p>At least five short (5) concept notes on CEREEAC programs and projects are developed and included in the annex of the BP (max. 4 A4 pages each) – in French and English.</p>	8.00



outcomes and budgets, including the gender and youth dimensions. It should also be highlighted which SDGs are addressed and their relevance about climate change mitigation and/or adaptation.

9. Review inputs from the CEREEAC, ECCAS Secretariat, ECCAS Member States and UNIDO; Participate at and present the final draft BP in one of the CEREEAC meetings; Review and include final comments and submit the final BP.	Reviewed final document in French and English Presentation to the CEREEAC Technical Committee and Executive Board	3.00
Fully edited and designed BP ready to be published in French and English		

10. Provide the fully edited and designed BP (incl. graphic design) ready to be published; provide also a publishable separate summary of the BP;	Fully edited and designed BP Document (incl. graphic design) in French and English Publishable summary	2.00
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TOTAL	70 Working Days
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The activities under this contract should be completed within a period of 6 months from the effectiveness of the contract. A total amount of 70 working days within this period is foreseen which includes home based work and travel days. The assignment may require two travels within the ECCAS region. The proposed plan for the implementation of activities and deliverables:

Deliverables	Months												Payment Schedule	
	1	2	3	4	5	6								
Deliverables 1 to 2 – Inception Report														20%
Deliverables 3 to 6 – Draft BP														50%
Deliverables 7 to 10 – Final BP														30%

In addition, the contractor will be required to deliver the following:

- Item High-resolution photographs (min. 3 MB, at least 30) – that illustrate the undertaken activities. The consultants will cede all appertaining rights to unlimited use of the respective pictures to CEREEAC, ECCAS and UNIDO.
- Item All used raw files and calculation sheets in editable form (e.g., xlsx. etc.)

4. Coordination and Reporting

Under the general guidance and reporting to the HSU of CEREEAC, and in close coordination with the UNIDO Project Manager and his team in UNIDO HQs, the service provider will be responsible for developing the detailed 2024-2030 CEREEAC BP. This will be closely coordinated with the NFIs in ECCAS Member States and other partners. The BP will be presented in French to the CEREEAC



Technical Committee and Executive Board, for discussion and adoption. All developed products under this assignment (incl. raw files and editable forms) will become property of CEREEAC, ECCAS and UNIDO. The main language of the assignment will be French. As indicated, most deliverables will need to be provided in French and English.

5. Available Budget

The available all-inclusive budget for this assignment is **EUR 45,000** (forty-five thousand).

6. Qualification and Evaluation and Language Criteria

The received technical bids need to comply with, and will be evaluated according to the following criteria:

MINIMUM ELIGIBILITY REQUIREMENTS		VALUE	SCORE
1	Registered consulting company of institution with at least three (3) years of public and private consulting experience in the area of international renewable energy, energy efficiency, or climate change consulting Sub Saharan Africa (please provide a copy of the Certificate of Incorporation, if company).	Yes	qualify
		No	does not qualify
2	Immediate availability of the contractor; ability to implement the assignment despite potential travel restrictions;	Yes	qualify
		No	does not qualify
3	Financial Strength of the company. Please provide the completed and signed <u>UNIDO Financial Statement Form</u> . Profitability Profit Margin Ratio or Return on Assets Ratio should be preferably positive. Solvency A solvency ratio should be preferably more than one (1). In case of negative profit margin ratio or solvency, UNIDO may request additional documents and/or adapt payment terms and conditions. Turnover The average annual turnover for the past three (3) years (or for the period of time the bidder has been in business, if it has not yet reached three (3) years) should be at least 1 time more than anticipated value of the contract.	Yes	qualify
		No	does not qualify
4	Completed and signed Statement of Confirmation (Annex 1 to the TOR).	Yes	qualify
		No	does not qualify
5	Completeness of the technical and separate financial offer (e.g. CVs, track record, legal and financial documents, all-in price incl. all taxes).	Yes	qualify
		No	does not qualify
CRITERIA FOR THE QUALITY ASSESSMENT OF TECHNICAL OFFERS		VALUE	SCORE
1	Quality and coherence of the team set up: More than fifteen (15) years of accumulated work experience of the project team, and quality track record of assignments and work experience on sustainable energy, covering the preparation of BPs and strategy documents. The proposed project team includes international specialists and at least one expert from the ECCAS region. The team skills should be complementary and not overlapping. More specifically the team should encompass the following requirements: 1. The Team Leader holds at least a master's degree in a relevant academic field and demonstrates a minimum of ten (10) years of relevant consulting experience in advising organisations, associations or companies in the development of BPs and models, preferably in the energy sector. Experience in Sub Sahara Africa is a strong	good	30
		regular	15
		poor	0



	<p>comparative advantage. The work-time diagram reflects a substantial involvement of the Team Leader. The team leader shall be fluent in French.</p> <ol style="list-style-type: none"> 2. Within the team, at least one expert has a Masters degree with focus on energy and with at least 7 years of experience in sustainable energy consulting, including in Sub Sahara Africa. 3. The team should include at least one experienced energy expert from the ECCAS region, in line with local consultancy rates. 4. The team shall demonstrate gender awareness; the composition should be gender-balanced; and at least one team member should have relevant expertise in gender mainstreaming strategies. 5. The team shall be fluent in French and English. Portuguese skills are an asset. 		
2	<p>Quality and coherence of the technical offer and efficiency of the proposed execution modality: The technical offers shall reflect the analytical capacity of the project team and avoid just a repetition of the text in the TOR). The technical offers shall propose a convincing methodology, team set-up and implementation strategy for the assignment. The ability of the team to draft viable BPs and models in line with international quality standards shall be demonstrated.</p>	Good	30
		regular	15
		poor	0
3	<p>Past record of accomplishment: Provided track record of the proposed project team (not only of the company), consisting of at least five (5) high-quality technical studies, assessments, publications and documents of the project team regarding the preparation of successful BPs and strategic documents with a similar complexity, at least one (1) related to Sub-Saharan Africa.</p>	good	20
		regular	10
		poor	0
4	<p>Language criteria: The project team shall demonstrate proficiency in oral and written French and English (knowledge of Portuguese is an asset). Not all experts must know French, but the team composition needs to ensure a smooth communication with the CEREAC team, predominantly in French. Ideally (but not compulsory), the documents are prepared first in French and then translated in English.</p>	good	20
		regular	10
		poor	0
MAXIMUM SCORE			100

In accordance with UNIDO procurement rules, the technically acceptable bid with the most competitive (all-inclusive) price will be awarded. Only technical proposals with a quality score of 70 or more, will qualify for the commercial evaluation, while a minimum score for each technical evaluation criterion is no less than the respective regular point (10 or 15 depending on items). UNIDO reserves the right to request additional information from bidders if necessary.

7. Application Procedure

Interested and qualified bidders shall submit their written proposals in English, providing the following information:

- Technical proposal (including proposed approach and methodology, work and activity plan, detailed CVs of experts, copies of university degrees, certifications, licenses as well as a proven track record of implemented assignments); the proposal shall refer to best practice examples of similar BPs and strategic plans.
- Financial proposal in EUR including all costs and taxes (including a detailed work-time-expert-diagram indicating daily rates for individual team members); offers without clearly stating the all-inclusive price will be rejected;
- Documents demonstrating the track-record of the project team (e.g. BPs and strategic planning documents in sustainable energy, etc.);



Bidders are requested to submit their proposals by registering on the UNIDO e-procurement portal (<https://procurement.unido.org/>). In case of difficulties, please contact the UNIDO Help Desk at procurement@unido.org.

8. Further information

- The CEREAC Project Document
- The CEREAC Needs Assessment Document
- IRENA Renewable Energy Roadmap for Central Africa
- <https://open.unido.org/projects/M2/projects/200138>
- www.gn-sec.net/
- www.cereac.org/
- <https://www.unido.org/>
- <https://ceeac-eccas.org/en/>



9. Annex 1



STATEMENT OF CONFIRMATION

On behalf of (insert name of company or organization): _____, I hereby attest and confirm that the company/organization:

- a) Possesses the legal status and capacity to enter into legally binding contracts with UNIDO for the supply of equipment, supplies, services or work.
- b) Is not insolvent, in receivership, bankrupt or being wound up, and not under administration by a Court or Judicial Officer, and that it is not subject to the suspension of its business or legal proceedings for any of the foregoing reasons.
- c) Has fulfilled all its obligations to pay taxes and social security contributions.
- d) Has not, and that its Directors and Officers have not, within the last five years been convicted of any criminal offence related to professional conduct or the making of false statements or misrepresentations as to their capacity or qualifications to enter into a procurement or supply contract.
- e) Pursues zero tolerance policy to all forms of corruption, including extortion and bribery.
- f) That UNIDO, in the event that any of the foregoing should occur at a later time, will be duly informed thereof, and in any event, will have the right to disqualify the company/institution from any further participation in its procurement proceedings.
- g) That UNIDO shall have the right to disqualify the company/institution from participation in any further procurement proceedings, if it offers, gives or agrees to give, directly or indirectly, to any current or former staff member of UNIDO a gratuity in any form, an offer of employment or any other thing of service or value, as an inducement with respect to an act or a decision of, or a procedure followed by UNIDO in connection with a procurement proceeding.
- h) Does not have any conflict of interest such as the following:
 - i. None of the bidder's key personnel is associated - financial, family, employment wise - with concerned UNIDO officials, UNIDO experts/consultants recruited under the relevant project;
 - ii. no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the offer, have been given, received, or promised in connection with the subject ITB;
 - iii. company/organization and/or its affiliates did not participate in the preparation of the concerned procurement process, its design or the bidding documents, including, but not limited to, the technical specifications, terms of reference, and the scope of works, being subsequently used by UNIDO;
 - iv. the company/organization directly or indirectly controls, is controlled by or is under common control with another bidder;
 - v. receives or has received any direct or indirect subsidy from another bidder;



- vi. has the same legal representative as another bidder;
 - vii. has a relationship with another bidder, directly or through common third parties (except declared sub-contractors), that puts it in a position to influence the bid of another bidder, or influence the decisions of UNIDO regarding the bidding process;
 - viii. submits more than one bid in the bidding process, for example, on its own and separately as a joint venture partner (except as declared sub-contractor) with another bidder. A bidder's submission of more than one bid (except as declared sub-contractor) will result in the disqualification of all bids in which such bidder is involved; or
- i) The company/organization is not debarred from business with the United Nations and other organizations;
 - j) Abides by the terms of the UNIDO Policy on Exclusion (DGB/2021/15)² from Funding and represents and warrants that the company/organization is not and has not been the subject of any of the exclusion criteria stated in said Policy.

Name (print): _____

Signature: _____

Title/Position: _____

Place (City and Country): _____

Date: _____

² Link to UNIDO Policy on Exclusion (DGB/2021/15): https://www.unido.org/sites/default/files/files/2021-12/DGB_UNIDO_Policy_on_Exclusion_from_Funding_0.pdf