



Request for Proposal

Environmental Consultant

Strategy analysis and technical due diligence to support activity options and sustainable position of arcenciel healthcare waste management program.

January 2022

Letter of Invitation

arcenciel ref: aec_Tender_2022/001

Jisr el Bacha, 18 January 2022

Dear Mr./Ms.:

1. arcenciel (hereinafter called “Client”) has received financing (hereinafter called “the funds”) from UNICEF toward the cost of “analysing the Lebanese healthcare waste management global system and arcenciel’s healthcare waste management activities to highlight arcenciel’s challenges and opportunities in this context.” The Client intends to apply the funds to eligible payments under the contract for which this Request for Proposals is issued.
2. arcenciel now invites proposals from a short list of consultants to provide the following consulting Services: Technical due diligence on arcenciel healthcare management program to design its strategic options and positioning in the Lebanese healthcare waste management system. In addition, the consultant will help in identifying internal weaknesses and support in adjusting organisational schemes. More details on the Services are provided in the Terms of Reference (TOR).
3. A Consultant shall be selected in coherence with grading selection tools, based on quality (mostly Consultant’s qualifications). The candidate’s experience in conducting national scaled Environmental analysis of the waste sector (specifically in Lebanese or Middle East), its experience in conducting financial study related to waste as well as designing and assessing workflows and organizational resources is a crucial criterion in the selection.

The evaluation of all Consultancies’ proposals will be based on the following evaluation matrix:

Criteria	Weighting
Experts CVs and experiences (as per TOR requirements) Healthcare Waste Management; Business Strategy; Environment Legislation; Financial Analyst.	35 points
Quality of proposal: <ul style="list-style-type: none"> • Approach (5 points) • Methodology and relevancy (15 points) • Work plan & Timeframe (points) 	20 points
Relevant Experience in Environment sector with a specialization in waste management in Lebanon and/or in the middle East.	22,5 points
Experience in Organizational assessment (Quality, Finance, Impact, Due diligence)	22,5 points

Based on the above matrix, any candidate scoring less than 50% will be ineligible to pursue the process.

Upon shortlisting of potential bidders, physical interviews will be held to further assess the eligibility and qualifications required.

4. Interested consultants are encouraged to apply to the following email:
procurement@arcenciel.org

The application must include:

1. Expression of interest materials

- a. For Companies
 - i. Company registration certificate
 - ii. VAT registration certificate
- b. For Individuals (freelance consultants)
 - i. MOF registration certificate

2. Technical Proposal (for all experts involved, whether companies or individual applicants)

- a. Expert CVs
- b. Project Proposal
- c. A well-defined work plan

The deadline for receiving applications would be Friday the **04th of February 2022, at 4:00 pm (Beirut timing)**.

For any technical inquiries, kindly send an email within 1 week of receiving this letter of invitation, to procurement@arcenciel.org. All the inquiries will be answered and sent in one document to all consultants.

5. The payment for the consultancy that will be provided is set to a first instalment of 30% as the activity begin, a second instalment of 40% upon reception of the study and a final instalment of 30% upon arcenciel's confirmation that the study is adequate with the contract.

Invoices for interim payment shall be accompanied by a time sheet and report on each of the visits/meetings conducted.

To complete this study, arcenciel budget's threshold is **45,000\$**.

6. The selected consultant, shall sign a contract with arcenciel.
7. If you are interested to submit a proposal, please send the "Proposal Submission Form" to procurement@arcenciel.org by the **28th of January 2022 at 16:00 (Beirut Local Time)** at the latest.

8. Timeline

	Date and Time
Deadline for receiving technical inquiries from Consultants	25 January 2022, COB
Q&A Report Submission	27 January 2022, COB
Deadline for Receiving “Proposal Submission Form”	28 January 2022, COB
Deadline for Receiving the full Request for Proposal	04 February 2022, COB
Evaluation Period	07-10 February 2022, COB
Notification of award to the successful Consultant	16 February 2022, COB
Signature of the Contract	18 February 2022, COB

Yours sincerely,

Leon Youni

Procurement Officer

Proposal Submission Form

[Location, Date]

To: arcenciel
Sin el Fil, Jisr el Bacha,
John Kennedy Street, arcenciel Building

Dear Sir/ Madam,

I, the undersigned, offer to provide Environmental Consulting Services for *Strategy analysis and technical due diligence to support activity options and sustainable position of arcenciel healthcare waste management program* in accordance with your Request for Proposal dated 18 January 2022.

My Technical Proposal and all the documents requested will be sent by the 04th of February 2022, in respect for the timeline mentioned in the TOR.

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

We remain,

Yours sincerely,

Name of the Consultant: _____

Signature of the Consultant: _____

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1. BACKGROUND INFORMATION

1.1. Partner country

Lebanon.

1.2. Contracting authority

arcenciel

1.3. Country background

Lebanon is an upper-middle income country (US\$ 8,257 per capita) with a population of 6.0 million¹ in 2016. Since the regional conflicts in Syria and Iraq, the number of Syrians (about a million and the Syrian labor force is estimated at 450,000) and Iraqi (10,000) refugees seems to be receding while the number of Palestinian (450,000 registered but not necessarily living in camps) refugees and other foreign workers (200,000) remains constant. The number of non-resident Lebanese (2.2 million entries including resident entries in 2016) and tourists (1.9 million in 2016 excluding Syrians) visiting Lebanon has varied over the years and is usually affected by the political situation. The country is increasingly urbanized, with the highest density in the Middle East (587 people per km²) and a large concentration of the population and economic activity along the coastal corridor, where the infrastructure is over-stretched, notably the energy, water, wastewater and waste sectors, zoning laws are poorly enforced, and the natural environment is subject to growing pressures on air, water bodies, land and biodiversity. Still, Lebanon ranks 67 on the Environmental Performance Index (score 61.1) in 2017² and 76 on the Human Development Index (score 0.763) in 2016³ which remain relatively positive given the circumstances. Today, economic situation in Lebanon is one of the most difficult since the civil war, where the Lebanese pound lost more than the tenth of its value. This is affecting considerably the Lebanese industries as well as all the other sectors.

1.4. Current situation in the sector

The healthcare waste is divided into more than one category: infectious waste from hospitals, infectious waste from clinics and labs, pharmaceutical and chemical waste, cytotoxic and research waste, slaughterhouse waste and veterinary waste.

It is estimated that more than 7300 T/year of hazardous medical waste are produced in Lebanon, among which two types are to be considered: the infectious part (70%, around 5100 T/year) and the non-infectious part (30% around 2200 T/year). Around 80% of hospital infectious waste is being treated by the network operated by arcenciel; nevertheless, other types of healthcare waste, such as infectious waste and/or cytotoxic and pharmaceutical waste produced by dispensaries and clinics, is not treated and is usually mixed with municipal stream waste.

The 13389 decree, which governs the handling of hospital waste, was issued in 2003. In Lebanon back then one company (ENVYSIS) was working in sterilizing, autoclaving waste collected mainly from very few hospitals at the price of 2.5 \$/kg collected. The financial crises under which clinics were suffocating, was a restricting element for the waste treatment framework to be maintained. arcenciel, entered the market, with a grant acquired from the European Union Delegation (EUD) (Life project) to build up a first treatment facility, which brought down the expenses, and could sell the assortment and treatment administration at 0.55 \$/kg, a reasonable cost for hospitals.

¹ World Bank World Development Indicators (February 2018).

² EPI website: <https://epi.envirocenter.yale.edu/>

³ UN website: <http://hdr.undp.org/en/content/human-development-index-hd>

However, the incentive was not enough to convince the syndicate of hospitals to adopt the solution, and the enforcement was not established by the Ministry of Environment. The accreditation standard issued by the Ministry of Health was a key changer as it was a good incentive and helped in the enforcement of the system. In 2005, arcenciel, entered the market on a big scale, obtaining 10 million euros of subventions from different donors, and established the national network of infectious waste management. To date, arcenciel treats 80% of the Lebanese hospital infectious waste production.

In addition, the EUD under the management of ARLA (Assistance to the Rehabilitation of Lebanese Administration) funds by OMSAR (Office of the Minister of State for Administrative Reform), established a treatment center in Abassiyeh for some hospitals, that complemented a 5% treatment capacity of national infectious hospital waste production. Many operational problems occurred in that center, many times, arcenciel had to back up Abbassiyeh facility, since 2019 the Municipality has taken back its management and untreated waste stock is progressively decreasing. Some Lebanese hospitals have their own autoclaves that treat 5% of the national production, and contract arcenciel when shut down or maintained. At present, a 10% of national hospital infectious waste remain out of any treatment scheme and are directly disposed of. The strength of arcenciel network is its capacity to present a backup system between its centers first, while those cover the complete Lebanese territory, and to support healthcare waste producers to reduce waste production through continuous training and monitoring. Being a nonprofit organization, the selling price for a kilogram of healthcare waste treated is always in advantage to the polluters payers, which are so far the hospitals.

1.5. Related programs and other donor activities

In 2003, with help from LIFE (EU financial instrument) and AECID (Spanish Agency for International Cooperation and Development), arcenciel developed a network for Infectious Healthcare Waste (IHCW) to better address the untreated combustion and disposal of infectious hospital waste.

Since then, arcenciel has developed a hospital waste management guide in collaboration with the French Development Agency (AFD).

Today, because of the critical financial situation of hospitals, and in the absence of a supported and subvention system arcenciel may face a problem in recovering its cost of infectious waste management. Besides, the NGO as per its demand, is in need for a pricing engineering to include new clients as laboratories and clinics waste producers. Some initiatives tried to manage the other part of healthcare waste mainly cytotoxic and pharmaceuticals, but is stopped because of the ongoing Covid-19 and economic crisis.

Currently the European Union Delegation is providing a fund implemented by UNICEF in order to protect the existing system from collapsing in addition to the potential of enlarging arcenciel capacity to complete value chain for ALL the healthcare waste to be managed properly.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

Healthcare waste management as per decree 13389 includes 3 main parts: Regular waste (recyclables and other types) and hazardous waste (Infectious, pharmaceutical, cytotoxic, chemicals and radioactive waste). Although arcenciel strategy was initially to expand its activity to cover all infectious waste first and then the other types of healthcare waste, the Syrian crisis obliged the network to focus only on the hospital parts. Its capacity was abused, and the

financial recovery became to be limited. For cost recovery improvements, arcenciel started to expand its activities to include other parts of healthcare waste, such as recyclables and pharmaceuticals in 2013. Donations received to arcenciel helped to establish clean MRF (Materials Recovery Facility) centers, where initially clients were healthcare waste producers, and to reach economy of scale other institutions were included with time as well as some residential regions. Besides, the economic recurrent crisis today, in addition to the COVID-19 pandemic situation, made very difficult for arcenciel to recover all its cost, and affected its position and strategy as a service provider for other type of healthcare waste such as recyclables, cytotoxic and pharmaceutical waste, that remain today unmanaged and untreated in Lebanon. The overall objective of the project is to conduct a strategic study and contextual analysis to define the strategic options and position of arcenciel healthcare waste management program. This will consolidate and protect the existing system from collapsing in addition to developing the sector in order to create a whole and complete value chain for all the healthcare waste to be managed properly.

2.2. Purpose

The purpose of this contract is to document and analyze the Lebanese healthcare waste management global system and arcenciel's healthcare waste management activities to highlight arcenciel's challenges and opportunities in this context.

2.3. Results to be achieved by the contractor

Task 1: sector analysis. *Analysis of the current capacity of the sector and the current challenges (in the existing network) in addition to prioritizing the interventions. Value chain study of the management of healthcare waste from the sector.*

- Result 1.1: Stakeholders and competition analysis, comparison of solutions providers' technologies and services
- Result 1.2 : Donors and loaners mapping in the sector
- **Task 2: Internal Due diligence for arcenciel healthcare waste management program.** *Complete a financial study to readjust arcenciel price per Kg treated of healthcare waste, based on strategic recommendation. Design internal workflows and organizational human resources strategy to be able to present new services for the complete categories of healthcare waste.*
- Result 2.1: Organizational Capacity Assessment (governance, organizational management, program management, human resources management and financial management)
- Result 2.2: Financial analysis and identification of cost limitations
- Result 2.3: Technical and environmental assessment for all arcenciel centers and identification of improvements needs, costing of technical improvements, including collection and treatments
- Result 2.4: Adequation assessment for all type of arcenciel centers for waste management (Dry MRF, Sterilization, storage of cytotoxic....) with healthcare waste sector needs

Task 3: Legal Analysis and permitting deficiencies

- Result 3.1: Review of the current existing legislative framework in the sector and analysis of threats and opportunities
- Result 3.2: Liaising with public authorities in order to improve the current legislative framework and its enforcement
- Result 3.3: Assess compliance of arcenciel's centers with national legislation and if relevant propose corrective measures.

Task 4: Strategy design and position

- Result 4.1: Define, design a strategic position including a consolidated image for arcenciel healthcare waste management program
- . Result 4.2: Design and define based on the financial analysis in task 2 a marketing mix 4Ps strategy for arcenciel healthcare waste management program

Task 5: Draft technical terms of references for adjustments suggested by this contract

- Results 5.1: Final technical terms of references to implement adjustments recommendations

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

Key local stakeholders involved are accessible and cooperative and provide any required assistance.

Polluter-pays principle acceptance.

Enforcement of laws and decrees.

3.2. Risks

Political instability in the country which will be mitigated through flexibility in the project implementation to allow continuing cooperation with the most resilient partners.

Limited willingness of national actors to be engaged in the project.

Insufficient administrative capacity to assist the project.

Insufficient fund for project sustainability in the light of the current financial crisis.

4. SCOPE OF THE WORK

4.1. General

4.1.1. Description of the assignment

Today, arcenciel network is not covering the whole healthcare waste of the country, still some untreated waste ends up in the municipal waste stream, such as infectious waste and/or cytotoxic and pharmaceutical waste produced by dispensaries and clinics, as well as recyclables considerable quantities. However, 80% of hospitals are treating their infectious waste through the network in a sustainable way, which is a very positive achievement.

The geographical dispersion of the waste generation is a challenge for all type of waste including MSW (Municipal Solid Waste), but there is here a focus needed for some special streams of waste that are bearing this risk, namely healthcare waste. Hospitals, unlike other

generation sources, are already quite covered for infectious parts, and dispensaries would be relatively easy to reach because of their limited numbers, there is a totally different situation for clinics which are numerous and spread over the national territory. A mitigation strategy would be to prefer a decentralized option for treating the waste at source (activities to facilitate small affordable autoclaves made available at the clinics premises) where the main incentive would be the public image (communication activities on public health risks and quality management by clinics) and an instruction sent by the Order of Doctors (dialogue and advocacy activities). Some support mechanisms to clinics could be thought of (trainings for clinics and syndicate of doctors) together with some support at central level for control and sanction mechanism to be put in place by the Ministry of Environment in coordination with other Ministries such as the Ministry of Health.

One of the main limiting factors to the coverage and treatment of infectious waste produced by clinics and laboratories was the difficulty to reach a sufficient economy of scale, quantities produced daily per site are too low for existing business models in collection and treatment. As existing operators (mainly arcenciel who covers 15% of the national production) did not manage to obtain more funds or subventions for collection and operations, the service to labs and clinics is provided at 1,72 \$/kg and daily collection cannot be ensured (while the treatment is fixed at 0,64 \$/kg for hospitals). This project will study the potential solutions that might finance such activities, in addition it should provide an optimization of the collection and the stock time providing the best financial scenario for the completed value chain.

Moreover, the project aims to propose the best treatment solutions that can be applied in the Lebanese context, and propose well developed awareness campaigns in order to give scientific explanation especially for the CSOs to prevent any public oppositions. Finally, this project will help arcenciel to reorganize its human resources strategy, internal flows as well as technical deficiencies identification.

4.1.2. *Geographical area to be covered*

Lebanon.

4.1.3. *Target groups*

Direct beneficiaries	Indirect beneficiaries
National authorities (MoE, MoPH and more), private sector (hospitals, clinics, labs...), Syndicate of Hospitals, Lebanese NGOs	Concerned municipalities and citizens, municipal waste management facilities

4.2. **Specific work**

Task 1: sector analysis

Conduct this analysis using specific sector analysis tools, such as PESTEL, SWOT, PORTER to assess and identify factors that can affect arcenciel's health waste management implementation and highlight strategic decision making information.

Task 2: Internal Due diligence for arcenciel healthcare waste management program

Conduct an Internal audit with the help of arcenciel's Quality Department to analyze arcenciel's governance, organizational management, program management, human resources management and financial management related to arcenciel's healthcare waste management activities.

Take into account the official ISO certification's audit renewal for arcenciel's hazardous waste management.

Conduct an external financial audit as well as an external impact audit related to arcenciel's healthcare waste management activities.

Task 3: Legal Analysis and permitting deficiencies

Support arcenciel on legal matters and processes related to healthcare waste management implementation. (licensing situation, legal advises taking into account the current Lebanese situation, etc.)

Task 4: Strategy design and position

To be elaborated with arcenciel's staff and the other stakeholders (hospital, students' research teams, etc.) through participatory workshop or other relevant participatory method.

Task 5: Draft technical terms of references for adjustments suggested by this contract

Aggregate information and recommendations obtained in a final Terms of Reference document to reinforce arcenciel's capacity and strategy.

4.3. Project management

4.3.1. Responsible body

arcenciel

4.3.2. Management structure

This contract is directly managed by arcenciel procurement office and environment program.

General manager

Programs Manager

arcenciel's Environment Department

Environment Program Manager

Environment Project Manager

arcenciel's Procurement Office

Procurement Officer

arcenciel's finance Department

Chief Financial Officer

The Consultant (Team Leader) will be required to provide monthly updates to the head of programs at arcenciel.

4.3.3. Facilities to be provided by the contracting authority and/or other parties

None.

5. LOGISTICS AND TIMING

5.1. Location

The operational base for this project is arcenciel headquarters located in Beirut, Jisr el Bacha, John Kennedy road. The project will be implemented at the national level in the whole country.

5.2. Start date & period of implementation of tasks

The intended start date is <February 2022> and the period of implementation of the contract will be < 3 > months from this date.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organizations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

6.1.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

Key experts' summary list:

Key experts	Description
Key expert 1	Senior Expert in Healthcare Waste Management (Team Leader or Deputy TL)
Key expert 2	Senior Expert in Business Strategy (Team Leader or Deputy TL)
Key expert 3	Junior Expert in Environment Legislation
Key expert 4	Junior Financial Analyst

The detailed profiles of the key experts for this contract are as follows:
For the Team Leader position, preference will be given to the expert with the widest experience in organizational capacity development.

Key expert 1: Senior expert in healthcare waste management (Team Leader or Deput TL)

Qualifications and skills

- Relevant university degree, with a MSc, or equivalent, in environmental sciences, civil engineering, or another related field.

General professional experience

- Not less than twenty (20) years of relevant professional experience in the field of hazardous solid waste management, healthcare waste framework.

Specific professional experience

- Not less than fifteen (15) years of relevant professional experience in internationally funded projects in the field of hazardous management.
- Not less than ten (10) years of designing and implementing hazardous waste management plans,
- Not less than ten (10) years' experiences of relevant professional experience in the Middle East region.
- Asset: Relevant experience in Lebanon.

Key expert 2: Senior expert in business strategy (Team Leader of Deputy TL)

Qualifications and skills

- Relevant university degree, with a Master's in Business Administration or another related field.
- Asset: Knowledge in Lebanese waste management background, Arabic native speaker.

General professional experience

- Not less than ten (10) years of relevant professional experience in the field of business strategy working with NGOs, industries, or international donors.

Specific professional experience

- Not less than ten (10) years of relevant experience in environmental management projects. Experience in waste management is an asset.
- Not less than ten (10) years in business plan modelling and strategic planning.
- Not less than five (5) years' experiences in collaborating with public and/or non-profit sector.
- Asset: Relevant experience in the Middle East and North Africa, and particular in Lebanon. Relevant experience working on internationally funded projects.

Key expert 3: Junior expert in environmental legislation

Qualifications and skills

- Relevant university degree in the field of international law, public relations, political science or any relevant field
- Arabic native speaker.

General professional experience

- Not less than ten (10) years of relevant professional in legislations and Lebanese policies

Specific professional experience

- Not less than ten (10) years in working with NGOs and public sector in the middle east
- Not less than ten (10) years in environmental policy and law making.
- Asset: hands-on experience with waste management legislation; in particular European and Lebanese legislation.

Key expert 5: Junior financial analysis expert

Qualifications and skills

- Relevant university degree, with a Master's degree in Finance.
- Asset: Arabic native speaker.

General professional experience

- Not less than ten (10) years of relevant professional experience in the field of business strategy working with NGOs, industries, or international donors.

Specific professional experience

- Not less than ten (10) years in strategic planning of relevant experience environmental management projects.
- Not less than ten (10) years in financial analysis and modelling.
- Asset: Relevant experience in the Middle East and North Africa, and particular in Lebanon. Experience in waste management.

All experts must be independent and free from conflicts of interest in the responsibilities they take on. The consultants can be regrouped through a consulting company, or grouped under the responsibility of the team leader.

6.1.2. Other experts, support staff & backstopping

The profiles of the non-key experts for this contract will need to cover indicatively and not exhaustively the following expertise: Hazardous, Solid Waste Management, Environmental engineering, Chemical engineering, Industrial engineering, Civil engineering, Finance and Economics, Environmental science, Chemical analysts, Procurement, Institutional, Legal, Policy dialogue, Communication, Translation.

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire other experts as required according to the profiles identified in the Organization & Methodology and these Terms of Reference. It must clearly indicate the experts' profile so that the applicable daily fee rate in the budget breakdown is clear.

The selection procedures used by the Contractor to select these other experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded. The selected experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks.

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by arcenciel.

6.3. Facilities to be provided by the contractor

The contractor shall ensure that experts have access to all data and site visits to its centers.

6.4. Equipment

No equipment is to be purchased on behalf of the contracting authority

7. REPORTS

7.1. Reporting requirements

The contractor will submit the following reports in English in one original and soft copies:

- **Inception Report** of maximum 20 pages to be produced after 1 month from the start of implementation. In the report the contractor shall describe e.g., initial findings, progress in collecting data, any difficulties encountered or expected.
- **Draft final report and results presentations** This report shall be submitted no later than one month before the end of the period of implementation of tasks. Results presentations must be done through a power point presentation with all the key experts and the contracting partner.
- **Final report** with the same specifications as the draft final report, incorporating any comments received from the parties on the draft report. The deadline for sending the final report is 10 days after receipt of comments on the draft final report. The report shall contain a sufficiently detailed description of the different options to support an informed decision on strategy, arcenciel position and way forward. The detailed analyses underpinning the recommendations will be presented in annexes to the main report. The final report must be provided along with the corresponding invoice.

7.2. Submission and approval of reports

The report referred to above must be submitted to the Head of programs at arcenciel. The Head of programs is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

Not applicable

8.2. Special requirements

Not applicable

ANNEX B - Consultant's Technical Proposal

Methodology and Work Plan to Perform the Services

The recommended outline of your Technical Proposal (inclusive of charts and diagrams) is as follows:

- a) **Methodology.** Specify your understanding of the objectives of the Services, your methodology for carrying out the activities and meeting the expected outputs that shall be detailed. Issues to be addressed and their consequences shall be highlighted, and the methodology to tackle them shall be provided.

- b) **Work Plan.** Specify the nature and duration of each activity of the Services, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should evidence clear understanding of the TORs and ability to translate them into a realistic working plan. A list of the final documents, including reports to be delivered as final output, should be included here.

- c) **Human Resources details.** Provide detailed and up-to-date CV(s) of the key experts that will be involved in the study (as per TOR requirements).

Expert's Curriculum Vitae (CV)

Key experts	Description
Key expert 1	Senior Expert in Healthcare Waste Management (Team Leader or Deputy TL)
Key expert 2	Senior Expert in Business Strategy (Team Leader or Deputy TL)
Key expert 3	Junior Expert in Environment Legislation
Key expert 4	Junior Financial Analyst