Livelihoods and Food Security Trust Fund (LIFT)

Financial Inclusion Programme - Call for Proposals (CfP)

Ref no:	CfP/LIFT/2015/1/FI
Release date:	11 February 2015
Deadline:	23 March 2015
Title:	Financial Inclusion Program
Duration:	Period of grant from on or about 1 May 2015, not to exceed 4 years

Background

The Livelihoods and Food Security Trust Fund (LIFT) is a multi-donor fund established in Myanmar in 2009 with the overall aim of reducing by half the number of people living in poverty. LIFT has received funding from 11 donors[1] to date. The United Nations Office for Project Services (UNOPS) is contracted as the Fund Manager to administer the funds and provide monitoring and oversight.

LIFT is active in the four main agro-ecological regions of Myanmar: the Ayeyarwady Delta, the coastal region of Rakhine State, the central dry zone (including Mandalay, Magwe, and the southern Sagaing Region), and the uplands of Chin, Kachin, and Shan States. LIFT is currently expanding its activities in three of these regions: the dry zone, the Delta and the uplands. In each of these three agro-ecological zones, financial inclusion – increasing rural people's access to financial services – is one of LIFT's major priorities.

Objective of the Call for Proposals

LIFT is currently seeking proposals from qualified organisations[2] to implement LIFT's Financial Inclusion Programme that will be implemented in the following geographical areas:

1) Dry Zone, with a focus, though not exclusively, on six townships—Mingyan, Taungthar, Natogyi, Mahlaing, Pakokku and Yesagyo;

[1] As of end 2014, Australia, Denmark, the European Union, France, Ireland, the Netherlands, New Zealand, Sweden, Switzerland, the United Kingdom, and the United States of America had contributed a total of $212m.

[2] From LIFT Operational Guidelines "Eligible implementing partners include the Government of Myanmar, international and national non-governmental organizations, United Nations agencies, other international organizations, academic or research institutions and private sector companies."

2) Delta, with a focus, though not exclusively, on four townships—Bogale, Labutta, Mawlamyinegyun and Pyapon; and
3) Uplands, with a focus on rural economic development hubs at the village tract and township level—communities where there are business clusters of traders, and small and medium scale businesses, government services, and infrastructure.[3]

Organizations are invited to submit a proposal to implement the LIFT Financial Inclusion Programme under a grant agreement with UNOPS as the LIFT Fund Manager.

LIFT expects to sign more than one grant agreement.

The total estimated budget is approximately $44.5 million for a programme not to exceed four years (from on or about 1 May 2015). LIFT reserves the right to fund any, a portion of, or none of the applications submitted. As part of its evaluation process, LIFT may elect to discuss technical, cost or other issues with one or more applicants. Unsuccessful applications will not be returned to the applicant.

Key documents for the preparation of submissions are:

a) Annex 1: Description of the Financial Inclusion Programme
b) Annex 2: Format and requirements of the technical proposal
c) Annex 3: Selection criteria to be used by LIFT

Please note the following requirements for submissions:

- Proposals must be prepared in the English language.
- Proposals must comprise the following documents: i) technical proposal, and ii) financial proposal.
- Proposals must be received by email at lift.proposals.mmoh@unops.org on or before 17.00 Myanmar time (GMT+6:30) on 23 March 2015. Please do not submit your proposal to any email address other than the secure email address provided above or your proposal will be considered invalid. The size of individual emails, including email text and attachments, must not exceed 5 MB.
- Proposals must also be submitted in hard copy at: LIFT Fund Management Office, 12(0) Pyi Thu Lane, 7 Mile, Mayangone Township, Yangon, Myanmar on or before the same date.
- Unless received in both electronic and hard copy, on or before the deadline, proposals will be rejected.

Please note that the cost of preparing a proposal and of negotiating a grant agreement, including any related travel, is not reimbursable nor can it be included as a direct cost of the assignment.

[3] LIFT will issue a call for proposals for more general livelihoods support for upland areas on Myanmar later in 2015, which may influence the priority townships for the Financial Inclusion Programme. Therefore, some negotiations with successful applicants may be required to finalize the precise locations of the “rural economic hubs” referred to here.

Any requests for clarification should be referred to lift@unops.org. Clarifications will be provided on the LIFT website: http://lift-fund.org/ and the UNOPS website https://www.unops.org/english/Opportunities/suppliers/Pages/Grant-advertisement.aspx.

Also note that successful applicants will be expected to conform to LIFT's Operational Guidelines, which are available at http://www.lift-fund.org/guidelines. The guidelines specify LIFT's rules in relation to *inter alia* reporting, procurement, inventory management, record management and visibility.

Evaluation Process

A technical evaluation committee will review applications. The review is based on the criteria outlined in the CfP and includes an assessment of the grant proposal's formal, technical and financial aspects.

Schedule of Events

Event	*Date*
CfP release date	11 February 2015
Deadline for receipt of written inquiries	24 February 2015
Written responses distributed	28 February 2015
Proposal due date	23 March 2015, 17.00 Myanmar time (GMT+6:30)
Evaluation Period	23 March 2015 to 03 April 2015

After scoring the proposals, the evaluation team may determine that one or more proposals require further clarification and possible revision. Discussions with submitting organisations are only conducted with regard to proposals determined to be acceptable.

Annex 1
Description of LIFT's Financial Inclusion Program

1. Rationale

LIFT is committed to promoting and developing a rural financial market that allows the population—including the poor—broad access to a wide array of financial services that meets the market's diverse effective demand for quality financial services at competitive prices. Currently microfinance targets the poor primarily engaged in subsistence agriculture.

LIFT's strategy requires its Financial Inclusion Programme to continue to grow and expand the scope of microfinance services in order to help develop a more robust, inclusive rural financial market that is essential for a growing and equitable rural economy. What is required is a rural finance approach that includes, but is not limited to, microfinance, and as such cuts across all economic strata in a community. A robust, inclusive rural financial market can help all people take advantage of economic opportunities, build assets, generate employment, manage risks and reduce the poor's vulnerabilities to external shocks.

The Financial Inclusion Programme will target support to existing financial institutions in the central dry zone, the Ayeyarwaddy Delta, and new and existing institutions in the upland regions[4], to achieve sustainability, and increase their supply of a broad array of demand-driven financial services that serve diversified market segments, e.g. deposit services, lines-of-credit, leasing, term-finance, financing for seasonal crops (beans/pulses, oilseeds), debt consolidation loans and investments in agricultural cooperative businesses.

2. Existing Situation in Myanmar

UNCDF's Making Access Possible (MAP) reported in its FinScope Myanmar 2013 that 18 percent of total adults have access to credit that includes 13 percent through banks (State Banks and Private Banks) and 5 percent through non-banks (registered coops, registered pawn shops and microfinance institutions). Nearly 30 percent of adults have access to informal finance. Approximately 40 percent of adults have no access to financial services.

There are 15 private commercial banks with 485 branches countrywide. However, the penetration rate of commercial banks' financial services is only one client per 100,000 people.

Myanmar Agricultural Development Bank (MADB) is the largest financial institution providing agricultural loans—in 2013, 2.6 million farmers throughout Myanmar. In 2013, MADB increased the loan size per acre for paddy from Kyat 40,000 to Kyat 100,000, and reduced the annual interest rate from 8.5 to 5 percent annually. However, for other crops such as beans and pulses, the loan size remained

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[4] Refer to the LIFT website and its annual reports for more information about these agro-ecological zones.

unchanged at Kyat 20,000 per acre and the interest rate remained at 8.5 percent. The MADB maximum size loan is based on a financing a maximum of 10 acres (or Kyat one million). A recent JICA study (2012) showed that 90 percent of MADB's loan disbursement in 2012 went for paddy.

The Department of Cooperatives has started disbursement of agricultural loans to the village cooperative societies sourced from a USD 100 million loan from China. Loans are for six months, maximum loan size is set at USD 500 and at an interest rate of 1.3 percent monthly. There is a compulsory savings of US$ 5 that is deducted upfront, and additional 0.7 percent charged to be invested in village development activities.

By November 2014, the Ministry of Finance had issued microfinance license to 215 microfinance institutions (MFI) which include 7 international NGOs, 21 local NGOs, 77 cooperatives, 14 foreign microfinance companies, 95 local microfinance companies, and 1 joint venture company. The majority of MFIs, with the exception of the microfinance NGOs, target urban markets. To promote more microfinance services in rural areas, the Ministry of Finance drafted a new microfinance policy that allowed MFIs to borrow from other financial institutions in order to support an increase in the loan size from Kyat 500,000 (~ US$ 500) to Kyat 5 million (~ US$ 5,000), and for MFIs' loan portfolios to be 50 percent rural based. LIFT has been providing capital and institutional support to 16 MFIs including 9 local MFIs since 2010. They have reached 158,642 households in 5,505 villages by June 2014 (70 percent are in the dry zone, 23 percent in the Delta and seven percent in the uplands). All of them target poor households. The loan size is ranging from Kyat 100,000 to Kyat 400,000, with a mean loan size under Kyat 200,000 (US$200).

In summary, the main limitations of the current financial services available and that need to be considered in designing investments to deepen Myanmar's rural financial market, include the following (the list is not exhaustive):

1) There is limited access to formal financial services;
2) Current MFIs provide access to microcredit of less than six months, and with an average loan size of $200 financial services to poor households;
3) MADB and MFI loans are together smaller than the effective demand for this financial service, especially for crops other than rice;
4) Financing for non-paddy agricultural production by MADB is one-tenth of what is provided to lower return, lower value paddy (many smallholders are engaged in production of higher-return, higher-value crops);
5) The release and repayment dates of MADB financing are bureaucratically established, and often do not meet the planting and harvesting schedules for smallholder farmers;
6) There are extremely few deposit-led financial institutions;
7) Term financing, either from formal or informal sources, is negligible, meaning that financing for small-scale agricultural technologies and equipment is negligible;
8) Financing for small businesses from formal sources, excluding smallholder farmers, does not exist;
9) LIFT surveys indicate that the overall amount of household debt is increasing.

LIFT's Financial Inclusion Programme—Scope and Scale

The Financial Inclusion Programme will support the rural population across a spectrum of financing investments and activities through MFIs and commercial banks:

a. *Expansion of existing pro-poor financial services*
b. *Investment financing for agricultural and off-farm small businesses (including agro-processing)*
c. *Mobilization of savings*
d. *Market development assistance for institutional sustainability of MFIs and downscaling financial services of commercial banks*
e. Partial Risk Guarantee Fund (PRGF)

a) Expansion of existing pro-poor financial services

The Financial Inclusion Programme will invest capital in existing MFIs in order to increase access to financial services among poor households. These investment funds will support the expansion of the basic credit technology—group lending, to primarily women, with the group's social capital underwriting the credit risk.

Investment funds for new financial services for seasonal crops that are demand-driven using existing credit technology will be supported.

In addition, the Financial Inclusion Programme will invest in the introduction of a new pro-poor financial service, a debt consolidation loan that combines one or more high interest informal loans into a single, new loan at lower interest.

b) Investment financing for agricultural and off-farm small businesses

Small businesses are job creators. Improving access to finance for small businesses is a key element of LIFT's Financial Inclusion Program. Currently, MFIs are not supporting small business development because their credit technology is not targeted towards financing small businesses. As a first step, for those MFIs interested in expanding their client base, the building of appropriate credit technology and infrastructure is required (see market development section below). A key demand-driven financial service for small businesses is expected to be a line of credit—a financial service that establishes a maximum loan balance (credit limit) that the small business can borrow against where there is no interest charged on the unused part of the credit limit.

The supply of demand-driven agriculture-related term financing for small businesses is absent, and is critical in supporting rural economic growth. Potential entrepreneurs face capital constraints (capital thresholds) that require medium- to long-term financing. Therefore, LIFT will increase access to financial services that allow for investments in small scale appropriate technologies (e.g., small scale mechanization hire/purchase of equipment and tools with instalment payments at affordable cost; small scale irrigation; greenhouses).

The Financial Inclusion Programme will involve financial services that allow for investments in small-scale agricultural technologies (SSATs), agri business and agro processing, including:

- *Small scale mechanization*: LIFT will invest in financial service providers to allow farmers to purchase agricultural equipment and tools with instalment payments at affordable cost. This can be done through partnerships financial service providers and agribusiness input suppliers.
- *Agriculture infrastructure development, including in association with private sector business, e.g. contract farming*. LIFT will invest in financial service providers to finance investments in the private sector (small businesses) for development of agricultural infrastructure, e.g. small scale irrigation systems—drip irrigation and lift irrigation pump sets enable production of higher value and marketable products that are required in contract markets.
- *Greenhouse agriculture*: This will support development of greenhouse agriculture through entrepreneurship loans, especially for next generation of farmers.
- *Agri-business and agro processing*: This will support small-scale processing and agri-business support services for agricultural commodities with value adding potential. It could also support leasing for other livelihoods equipment (e.g., baking equipment, tooling machinery, brick making, etc.).

There is a great opportunity for accelerated SSAT adoption in Myanmar smallholder agriculture. LIFT sees three main factors driving opportunities to invest in SSATs in the targeted townships: 1) high demand and prices for *inter alia* maize and beans/pulses; 2) land ownership patterns in Myanmar put most arable, and currently cultivated, land in the hands of smallholder farmers; 3) growing scarcity of farm labour; and 4) the increased availability of new SSAT technologies supplied by the private sector.

SSATs are crucial in sustainable crop intensification and improved rural livelihoods as they provide smallholder farmers the opportunity to lower their costs, increase production, and increase their incomes. SSATs are broadly absent across Myanmar. One of the key factors driving LIFT's investment in SSATs is the development of more diversified smallholder farming systems that can sustainably produce two to three crops a year (intensification) on the same land.

The multi-functionality and seasonality of SSATs have significant economic multiplier effects. SSATs require correct/proper use and an accompanying service infrastructure for maintenance and repair. This builds new markets, significant off-farm employment and small business opportunities. For example, households without land could access SSATs to set up their own small businesses that sell services in land preparation, irrigation and transportation. Additionally, greenhouse production and small scale agro processing could also be a source of employment and small business ownership for youth and the landless.

Financial services, and in particular the supply of demand-driven agriculture-related term financing, is a critical constraint for potential SSAT, agri-business and agro-processing entrepreneurs who face capital constraints (capital thresholds). They require medium to long-term financing. LIFT recognizes that financing SSATs for rural households and small businesses (both existing and new) can be risky, especially for MFIs and commercial banks moving into new regions and new portfolios. LIFT plans to underwrite these types of investments through direct financial investment and a mobile partial credit guarantee fund.

LIFT will invest in associated agricultural business/technical advisory and coordination projects in a follow-on RFP. There is an important role for business licensed cooperatives, government and commercial private sector input suppliers, and NGOs to facilitate the development of sustainable SSATs. These potential implementing partners will be engaged in activities supporting operational arrangements for the use of SSATs, to training, maintenance and related commercial supply infrastructure for sales and after sales services of SSATs. The inclusion of each is important in the research, development and supply of SSAT financing.

c) Mobilization of savings

As an investment towards increasing MFI sustainability and vibrancy, and promoting a means for social protection among MFI clients, the LIFT Financial Inclusion Programme will provide technical and financial assistance in the form of matching deposits with cash transfers--Individual Development Accounts. Individual Development Accounts (IDAs) are special savings accounts that match the deposits of the poorest clients. Other types of IDAs could include those targeting education and small business development—IEDAs and IBDAs. For every kyat saved in an IDA, savers receive a corresponding match—are usually one to four times the size of each deposit the client makes—that serves as both a reward and an incentive to further the saving habit, and build assets that strengthen the clients' resilience to shocks. Each IDA programme may differ slightly and may have their own guidelines for how the savings can be used. In most cases, IDAs are used for specific purposes, e.g. starting a small business.

d) Market development assistance for institutional sustainability of MFIs and banks

LIFT market development programming has targeted and will continue to target investments that improve the sustainability of promising but still unsustainable MFIs, and down-scaling or up-scaling (down-marketing or up-marketing) financial services to commercial banks and MFIs respectively[5]. Examples of market development projects include the following: down-scaling or up-scaling of services through transfers of technology (small business financing), technical assistance services, training of the staff of MFIs and commercial banks, other non-financial services (sustainable business development services) and establishing business units whose focus is small business lending.

[5] Commercial bank down-scaling (or down marketing), and MFI up-scaling (or up-marketing) of financial services means developing and expanding lending to small businesses by adding to the bank's and MFI's financial services line, and just as importantly, creating a separate business unit that will be responsible for the introduction and development of the new credit technology.

e) Partial Risk Guarantee Fund

LIFT will invest in a Partial Risk Guarantee Fund (*PRGF*) to provide risk capital that encourages MFIs and commercial banks to expand financing, through leasing (hire-purchase) to rural small businesses they currently do not serve. The PRGF promotes private sector investment (there is "significant" private capital available that is currently not being invested) through risk sharing with MFIs and commercial banks by guaranteeing a percent of the net loss on principal for leases covered by the PRGF. The expectation is that the MFIs and commercial banks will learn to provide financing in the future when there is no PRGF, and therefore bring about a sustainable increase in access to financing (credit and/or leasing) to rural small businesses.

The PRGF's operational structure is restricted by Myanmar Central Bank regulations and environment. An MFI or commercial bank will be given a lease portfolio guarantee (versus both a loan and lease portfolio guarantee) for leasing to rural small businesses equal to a proportion of the principal (it will be up to the applicants to propose the proportion).

The PRGF will be coupled with market development technical assistance to strengthen the MFIs and commercial banks business units engaged in leasing.

3. Indicative budget

The indicative budget for the five parts of the LIFT Financial Inclusion Programme USD 44.5 million, broken down as follows (all figures in USD):

Components	*Geographic Coverage*			*Total*
	Dry Zone	*Delta*	*Uplands*	
Expansion of existing pro-poor financial services (incl. crop loans)	$ 7m	$ 2m	$ 7m	$ 16m
Investment financing for agricultural and off-farm small businesses	$ 1.5m	$ 1m	$ 1m	$ 3.5m
Mobilization of savings	$ 2m	$ 1m	$ 1m	$ 4m
Market development assistance	$ 4m	$ 2m	$ 6m	$ 12m
Partial Risk Guarantee Fund	$ 3m	$ 3m	$ 3m	$ 9m
Total	**$ 17.5m**	**$ 9m**	**$ 18m**	**$ 44.5m**

Annex 2

Format and requirements of the proposal

Applications must be submitted in two separate parts: a technical proposal, and a financial proposal.
Technical proposals must be complete and conform to the format requirements presented below.

Submissions must be made both electronically and in hard copy as outlined in the main part of this call for proposals.

The technical proposal (minus annexes) must not exceed 40 pages (12 point Times New Roman Font and a minimum of 1 inch margins all around). Pages should be numbered. Electronic submissions must not exceed 5MB in size.

Proposals must consist of the following:

- Title page
- Table of contents
- Executive summary
- Objectives and expected results
- Technical approach, methodology and staffing (key personnel, composition of team) for the project
- Work plan
- Monitoring plan and indicators
- Organizational background of the applying organisation, capacity to implement the project, and past performance
- Risks to successful implementation
- Budget

LIFT will consider only applications conforming to the above format and page limitations. Any other information submitted will not be evaluated.

Applicants should include all information that they consider necessary for LIFT to adequately understand and evaluate the project being proposed. The remainder of this section describes the information that LIFT considers essential for all applications.

Objectives and Expected Results

This section should contain a clear and specific statement of what the proposal will accomplish. Suggested issues to address include:

- The **problem statement** or challenge the grant activities are intended to address.
- The primary and specific **objectives**.
- The **rationale** for the project. The rationale should indicate the importance of the proposed grant activities in terms of contributing to the overall and/or specific objective/s.
- The specific **outputs** that the grant activities will produce to contribute to the LIFT outcomes by the end as a result of the planned intervention
- Description of the **targeted clients**.

Technical approach, methodology and staffing

This section should describe what will actually be done to produce the expected results and accomplish the proposed objectives—technical approach and methodology. There should be a clear and direct linkage between the activities and the outcomes. The technical approach and methodology ensure that the activities are a means to getting the intended outcomes. It is important that proposals describe how the financial services being proposed are to be self-sustaining once LIFT support ends.

Activity descriptions should be as specific as necessary, identifying **what** will be done, **who** will do it, **when** it will be done (beginning, duration, completion), and **where** it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity.

There should be an overview of the organisational structure of the project, with CVs of senior staff (national and international) to be provided wherever possible, and be required for Key Personnel—project director, senior technical advisor and chief financial officer.

Work plan

This section may be presented in graphical (table) form and can be attached as an Annex. It should indicate the **sequence of all major activities and implementation milestones**, including targeted beginning and ending dates for each step. Provide as much detail as necessary. The Work Plan should show a logical flow of steps, indicating that all the things that must happen have been carefully thought through from the start to the end of the grant project. Please include in the Work Plan all required milestone reports and monitoring reviews.

Monitoring plan

This section should contain an explanation of the plan for monitoring and evaluating the grant project, both during its implementation (formative) and at completion (summative). Suggested key issues to be addressed are:

- How the performance of the grant activities will be tracked in terms of achievement of the steps and milestones set forth in the implementation/work plan
- How the impact of the project will be assessed in terms of achieving the project's objective/s
- How any mid-course correction and adjustment of the design and plans will be facilitated on the basis of feedback received

Propose specific and measurable indicators relating to project performance and impact which can form the basis for monitoring and evaluation. These indicators will be refined, and will form an important part of the grant agreement between the proposing organization and LIFT.

Organizational background and capacity to implement the grant activities

This section should clearly demonstrate that the proposing organization has the experience, capacity, and commitment to implement successfully the proposed grant activities. Suggested issues to be covered in this section include:

1. Nature of the proposing organization – Is it a community-based organization, national NGO, international NGO, research or training institution?
2. Purpose and core activities of the organization
3. Organizational approach (philosophy), *i.e.* how does the organization deliver its projects?
4. Length of existence and relevant experience
5. Organizational structure, governance and administrative framework
6. Membership and affiliation to associations or umbrella groupings
7. Legal status - registration with government approved authority

Risks to successful implementation

Identify and list any major risk factors that could result in the grant activities not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting into changes in the economics of the grant project).

Include in this section also the key **assumptions** on which the grant activity plan is based on. In this case, the assumptions are mostly related to external factors (for example, government environmental policy remaining stable) which are anticipated in planning, and on which the feasibility of the grant activities depend.

Grant budget breakdown

The development and management of a realistic budget is an important part of developing and implementing successful grant activities. Careful attention to issues of financial management and integrity will enhance the effectiveness and impact.

Financial and technical proposals should be sufficiently linked to enable LIFT to conduct a reasonable value-for-money assessment of the proposal. Proposals that demonstrate that LIFT's funds will leverage other funds, as well as proposals that demonstrate clear progress towards financial sustainability, are encouraged.

The LIFT budget template available on the LIFT website must be used. The following important principles should be kept in mind in preparing a project budget:

- Include only costs which directly relate to efficiently carrying out the activities and producing the objectives which are set forth in the proposal. Other associated costs should be funded from other sources. Refer to the LIFT operational guidelines on what LIFT can and cannot fund.
- The budget should be realistic.

- The budget should include all costs associated with managing and administering the grant project. In particular, include the cost of monitoring and evaluation.
- Indirect costs are allowable up to six percent of the total direct costs, not including investment capital funded by LIFT.
- The budget line items are general categories intended to assist in thinking through where money will be spent. If a planned expenditure does not appear to fit in any of the standard line item categories, list the item under other costs, and state what the money is to be used for.
- The figures contained in the Budget Sheet should agree with those on the proposal header and text.
- The budget needs to be accompanied by detailed assumptions on costs (e.g. how many computers are required for how many staff, how are per diems calculated, etc.).

Annex 3

Selection criteria to be used by LIFT

Applications will be evaluated in accordance with the selection criteria identified below. LIFT reserves the right to determine the resulting level of funding for any grants awarded under this call for proposals.

The technical proposal must describe in sufficient detail the conceptual approach, methodology, and techniques for accomplishment of the stated programme and project objectives. The proposal must define results and benchmarks for monitoring progress in achieving the results. It is important that proposals describe how the financial services being proposed are to be self-sustaining once LIFT support ends.

A technical evaluation committee will review applications. Weighted points indicate the relative importance of each technical criterion and sub-criteria, of which 100 points are possible. Applicants should note that these criteria serve to: a) identify the significant issues that applicants should address in their applications; and, b) to set standards against which all applications will be evaluated.

If there are ambiguities/unclear explanations, or further need for details, the LIFT evaluation team will seek clarifications with the submitting organization if the proposal otherwise meets the main criteria.

The technical and financial proposals, which have a maximum value of 80 points and 20 points respectively, will be evaluated using the following criteria:

Technical evaluation criteria

1. Past performance (15 points)
2. Technical approach (35 points)
3. Staffing (30 points)
4. Financial proposal and value for money (20 points)