TERMES OF REFERNCE

CONSULTANCY FOR THE COMPREHENSIVE REVIEW, HARMONISATION AND UPDATING OF FP-ICGLR FINANCIAL, PROCUREMENT, HUMAN RESOURCES, TRAVEL AND ADMINISTRATIVE POLICIES AND MANUALS.

1. Background information

The Forum of Parliaments of Member States of the International Conference on the Great Lakes Region (FP-ICGLR) is an inter-parliamentary organization which brings together national parliaments of the twelve (12) member-states of ICGLR, namely; the Republic of Angola, the Republic of Burundi, the Central African Republic, the Republic of the Congo, the Democratic Republic of the Congo, the Republic of Kenya, the Republic of Rwanda, the Republic of South Sudan, the Republic of the Sudan, the Republic of Uganda, the United Republic of Tanzania and the Republic of Zambia. It is a regional legislative entity for the purposes of playing a regional role in the realization of the mandate of the International Conference on the Great Lakes Region.

The FP-ICGLR was established on 4th December 2008 in Kigali, Rwanda, following the signing of the Inter-parliamentary Agreement establishing it. Its organs are:

- The Plenary Assembly;
- Bureau of the Plenary;
- The Executive Committee;
- The Committees;
- The General Secretariat

The FP-ICGLR is a regional institution with legal personality whose administrative, financial and technical coordination is headed by the Secretary General, who is its Legal Representative.

The General Secretariat of the FP-ICGLR is located on Batetela Avenue, Crown Tower Building, 10th floor, 1004-1007 in Kinshasa-Gombe, Democratic Republic of Congo.

1.1. Main Objectives and Areas of Intervention

The main objective of the FP -ICGLR is to serve as a framework for dialogue, exchange of experiences, and conflict resolution to the Parliaments of member-states of ICGLR**.** FP-ICGLR intervenes in five priority areas which are:

- Peace and Security
- Democracy and Good Governance;
- Humanitarian and Social issues;
- Economic Development, Natural Resources and Regional Integration;
- Gender, Children and Vulnerable Persons.

The General Secretariat operates within an institutional framework comprising financial, procurement, human resource, travel and administrative policies, regulations, rules and procedures.

A number of these instruments were developed or last substantially revised several years ago.

1. The Financial Regulations and Rules (Revised in 2007)
2. The Financial Resources Management Guidelines and Procurement Guidelines (Revised in 2012)
3. The Travel Management Guidelines (Revised in 2012)
4. The Human Resources Management Manual (Revised in 2019)

The evolution of the Forum's mandate, institutional structure, operational requirements, financial management environment, human resource needs, procurement practices, donor and Member State relations and accountability requirements makes it necessary to undertake a comprehensive review and updating of these instruments.

The review will also provide an opportunity to improve clarity of roles and responsibilities, strengthen internal controls, modernize administrative procedures, address gaps and inconsistencies, and ensure that the institutional framework supports efficient, transparent and accountable management of the Forum's resources.

1.2. Purpose of the consultancy

The purpose of the consultancy is to undertake a comprehensive review, harmonisation and updating of the FP-ICGLR's policies, regulations, rules, guidelines and administrative manuals to ensure that they are:

- current and fit for purpose;
- internally consistent and harmonised;
- aligned with the Forum's governing instruments and institutional mandate;
- consistent with applicable decisions of the governing organs;
- responsive to the current operational environment;
- supportive of sound financial management and accountability;
- conducive to effective human resource management;
- consistent with transparent and competitive procurement practices;
- supportive of effective travel and administrative management; and
- aligned, where appropriate, with relevant international standards and good practice applicable to regional intergovernmental organisations.

1.3. Specific Objectives

The consultant shall:

1. Review the existing policies, regulations, rules and manuals and assess their adequacy, relevance and effectiveness.
2. Identify outdated, obsolete, contradictory, duplicative or ambiguous provisions.
3. Identify gaps in the current policy and regulatory framework and recommend provisions required to address those gaps.
4. Assess the consistency of the manuals with the Inter-Parliamentary Accord, decisions and resolutions of the Forum's governing organs and other applicable institutional instruments.
5. Review and clarify delegations of authority, approval responsibilities, accountability and segregation of duties.
6. Strengthen provisions relating to financial management, internal controls, budgeting, expenditure management, accounting, cash management, procurement and audit.
7. Review human resource provisions relating to recruitment, contracts, performance management, remuneration, staff development, leave, discipline, separation and other conditions of service.
8. Review travel policies and entitlements to ensure that they remain appropriate, transparent, economical and administratively workable.

9. Review procurement procedures to strengthen competition, transparency, value for money, procurement planning, contract management, asset management and procurement oversight.
10. Harmonise terminology, procedures and cross-references across all manuals.
11. Recommend appropriate mechanisms for periodic review and updating of the manuals in future.
12. Develop revised and consolidated policy/manual documents ready for consideration and approval by the appropriate governing organs of the Forum.

2. Scope of work

The consultancy shall cover, at a minimum, the following five instruments:

A. Financial Regulations and Rules

The review shall cover, among others:

- applicability and accountability
- internal financial controls
- external audit
- resource planning
- budget preparation and approval
- financial authorisation
- procurement and payment controls
- asset management
- cash management
- accounting
- reporting
- delegation of authority
- responsibilities and accountability of officers
- treatment of contributions and other resources.

The existing Regulations establish the overall financial management framework and provide that the operating budget is funded through Member State contributions and resources mobilised from cooperation and development partners.

B. Financial Resources Management Guidelines

The consultant shall review:

- receipt and management of contributions
- expenditure control

- commitment and certification of funds
- verification and approval of payments
- disbursements
- banking arrangements
- bank reconciliations
- advances;
- petty cash
- payroll
- accounting procedures
- financial records
- monthly and annual accounts
- audit processes
- project financial management
- financial reporting and accountability.

The current Guidelines contain detailed provisions on expenditure control, banking, advances, petty cash, accounting and closing of accounts.

C. Procurement Guidelines

The review shall cover:

- procurement authority
- procurement planning
- procurement methods
- competition and exceptions
- requisitions
- specifications
- evaluation of quotations, bids and proposals
- evaluation committees
- contracts
- contract management
- payment and taxes
- termination and breach
- asset acquisition and disposal
- loss/theft of assets
- procurement ethics
- delegation of authority.

The existing Guidelines provide, for example, for procurement planning, evaluation of quotations/bids and Contract, Asset and Procurement Committee arrangements.

D. Travel Management Guidelines

The consultant shall review:

- travel authorisation
- travel entitlements
- airfare
- class of travel
- accommodation
- Daily Travel Allowance
- rest stops and stopovers
- visas
- official and private vehicle travel
- travel advance
- travel claims
- accompanied excess baggage
- unaccompanied shipments
- medical evacuation travel
- roles and responsibilities
- exceptions and approvals.

The existing Travel Guidelines provide detailed provisions on travel authorisation, economical routing, class of travel and DTA.

E. Human Resources Management Manual

The consultant shall review:

- staff categories and status
- recruitment and appointment
- employment contracts
- probation
- remuneration
- staff benefits
- leave
- performance management
- training and development
- staff conduct
- disciplinary procedures
- grievances and appeals
- separation and termination
- retirement
- travel and relocation
- social security

- staff rights and obligations
- HR records and administration.

The HR Manual currently applies to staff of the General Secretariat and excludes other Forum bodies, consultants and service providers. It also recognises internationally and locally recruited staff and categorises Programme Managers and Finance and Administration Managers as senior professional staff.

3. Cross-Cutting Review

In addition to reviewing each instrument individually, the consultant shall undertake a **cross-cutting institutional review** to identify inconsistencies and overlaps between the five documents.

Particular attention should be given to:

3.1 Governance and Authority

- Who has authority to approve?
- Who initiates?
- Who certifies?
- Who verifies?
- Who authorises payment?
- Who exercises oversight?
- What matters require Secretary General approval?
- What matters require Executive Committee or Plenary Assembly approval?

3.2 Delegation of Authority

The consultant shall develop a clear and harmonised Delegation of Authority Matrix covering:

- financial approvals
- procurement
- HR
- travel
- contracts
- payments
- asset management
- recruitment
- budget reallocations
- emergency expenditure.

3.3 Segregation of Duties

The review should strengthen separation between:

requesting → approving → procuring → receiving → verifying → paying → recording → reviewing.

3.4 Financial Management and IPSAS

The consultant shall assess the adequacy of the financial framework in supporting the Forum's current financial reporting requirements and make recommendations concerning IPSAS and appropriate financial reporting practices, including the implications of any transition from cash-based to accrual-based accounting where applicable.

3.5 Internal Controls and Risk Management

The consultant shall identify opportunities to strengthen:

- internal controls
- fraud prevention
- risk management
- financial accountability
- audit follow-up
- records management
- asset controls
- cash controls
- procurement controls.

The current Financial Regulations already require an internal financial control mechanism covering regularity, conformity of commitments and expenditures with approved allocations, and effective and economical use of resources.

4. Key Questions the Consultant Should Address

The consultant should specifically determine:

1. Which provisions are outdated?
2. Which provisions conflict with each other?
3. Which provisions conflict with current governing decisions?
4. Which approval thresholds require revision?
5. Are current delegations of authority appropriate?
6. Are financial controls sufficiently robust?

7. Are procurement thresholds and procedures still appropriate?
8. Are petty cash and advance controls adequate?
9. Are HR provisions competitive and fit for purpose?
10. Are travel entitlements financially sustainable and equitable?
11. Are disciplinary and grievance procedures sufficiently clear?
12. Are accounting provisions adequate for current reporting requirements and IPSAS?
13. Are there sufficient provisions for electronic/digital processes?
14. Are there adequate provisions for fraud, conflicts of interest and ethical conduct?
15. Are asset management and disposal provisions adequate?
16. Are provisions for audit and implementation of audit recommendations adequate?
17. Are roles between the Secretary General, Finance, Administration, HR, Procurement and programme units sufficiently clear?
18. What provisions should be consolidated, deleted or introduced?

5. Methodology

The consultant shall adopt a participatory and evidence-based methodology comprising:

Phase I – Inception and Document Review

- Review all five manuals
- review the Inter-Parliamentary Accord and relevant institutional instruments
- review relevant decisions and resolutions of the governing organs
- review existing organisational structure and delegations
- identify key areas requiring reform.

Phase II – Stakeholder Consultations

Conduct consultations with, as appropriate:

- Secretary General
- Finance and Administration
- Human Resource
- Procurement
- Programme Unit
- Legal/Compliance function
- Internal Auditor
- relevant senior management
- staff representatives

- selected Member State representatives and
- other relevant stakeholders.

Phase III – Gap and Harmonisation Analysis

Prepare a matrix showing:

Existing Provision	Issue/Gap	Risk/Impact	Recommended Amendment	Priority

Phase IV – Drafting

Prepare revised versions of the five instruments and any necessary new policies/procedures.

Phase V – Validation

Present the proposed revisions to management and relevant stakeholders for validation.

Phase VI – Finalisation

Incorporate comments and prepare final documents suitable for submission to the appropriate governing organs.

6. Expected Deliverables

The consultant shall produce the following:

Deliverable 1: Inception Report

Including:

- methodology
- work plan
- consultation plan
- document review framework
- proposed timetable.

Deliverable 2: Comprehensive Diagnostic/GAP Analysis Report

The report shall identify:

- outdated provisions
- gaps
- inconsistencies

- overlaps
- governance weaknesses
- control weaknesses
- recommended reforms.

Deliverable 3: Harmonisation Matrix

A comprehensive matrix showing the existing provisions and recommended amendments.

Deliverable 4: Revised Manuals

Five revised instruments:

1. Financial Regulations and Rules
2. Financial Resources Management Guidelines
3. Procurement Guidelines
4. Travel Management Guidelines
5. Human Resources Management Manual

Deliverable 5: Delegation of Authority Matrix

A consolidated matrix clearly defining approval and accountability responsibilities.

Deliverable 6: Implementation/Change Management Plan

The consultant shall provide:

- priority reforms;
- implementation responsibilities;
- proposed timelines;
- training requirements;
- transitional arrangements.

Deliverable 7: Validation Workshop

The consultant shall facilitate a validation workshop with management and relevant stakeholders.

Deliverable 8: Final Consolidated Report

Including the final revised manuals and recommendations for institutional approval.

7. Duration

The assignment is expected to be completed within **60 calendar days** from the date of signing the contract.

An indicative schedule is:

Activity	Period
Inception and document review	10 days
Stakeholder consultations	10 days
Gap/harmonisation analysis	10 days
Drafting revised instruments	20 days
Validation workshop	5 days
Finalisation	5 days
Total	**60 days**

8. Consultant's Qualifications and Experience

The assignment should be undertaken by a **consultant or consulting firm** with:

Mandatory qualifications

- Master's degree in Finance, Accounting, Business Administration, Public Administration, Law, Human Resources, Procurement or a related field.
- At least **10 years of relevant professional experience** in institutional policy, governance, financial management, administration, HR, procurement or organisational development.
- Demonstrated experience reviewing and drafting policies, regulations, manuals and institutional procedures.
- Experience working with **international, regional or intergovernmental organisations** is highly desirable.
- Knowledge of **IPSAS and public-sector financial management**.
- Strong understanding of procurement systems and institutional controls.
- Strong understanding of HR policies and administration.
- Excellent analytical, drafting and communication skills.

Desirable

Experience with:

- African regional organisations;
- parliamentary institutions;
- donor-funded organisations;
- international financial management;
- organisational restructuring;
- institutional governance;
- policy harmonisation;
- change management.

9. Management and Reporting Arrangements

The consultant shall report to the **Secretary General** through the **Finance, Administration and Resource Mobilisation Manager**, or another designated official.

The Finance, Administration and Resource Mobilisation function shall coordinate access to relevant institutional documents and facilitate consultations.

The consultant shall work closely with relevant departments and ensure that proposed amendments reflect operational realities.

10. Client's Responsibilities

FP-ICGLR shall:

- provide access to the existing manuals and relevant institutional documents;
- facilitate consultations with relevant officials;
- provide available organisational and governance documents;
- review consultant deliverables within agreed timelines;
- provide consolidated comments;
- facilitate validation of the revised manuals.

11. Confidentiality

All information, documents and records accessed during the assignment shall be treated as **strictly confidential**.

The consultant shall not disclose or reproduce institutional information without prior written authorisation from FP-ICGLR.

All reports, revised manuals, matrices and other outputs produced under the consultancy shall remain the property of **FP-ICGLR**.

12. Ownership of Deliverables

All intellectual property rights and ownership of the revised policies, manuals, reports, matrices, templates and other outputs developed under this assignment shall vest in FP-ICGLR upon completion and payment.

13. Proposal Requirements

Interested consultants/firms should submit:

Technical Proposal

- Understanding of the assignment;
- proposed methodology;
- detailed work plan;
- proposed deliverables;
- relevant experience;
- CVs of proposed experts;
- at least three relevant references.

Financial Proposal

A detailed financial proposal indicating:

- professional fees;
- travel and accommodation, where applicable;
- workshop/consultation costs;
- applicable taxes;
- any other associated costs.

14. Evaluation Criteria

I recommend the following evaluation structure:

Criteria	Weight
Understanding of assignment	10%
Technical methodology and approach	20%
Relevant institutional policy/manual review experience	20%
Experience with regional/international organisations	15%

Qualifications and experience of proposed team	15%
Knowledge of financial management/IPSAS, procurement and HR	10%
Work plan and deliverable quality	10%
Total Technical Score	**100%**

Only firms/consultants achieving a minimum technical score of **70%** should proceed to financial evaluation.

15. Payment Schedule

I recommend milestone-based payments rather than paying simply by time spent:

Milestone	Payment
Approved Inception Report	15%
GAP Analysis and Harmonisation Report	25%
Draft Revised Manuals	30%
Validation Workshop and revised drafts	10%
Final Manuals and Final Report	20%
Total	**100%**

16. Expected Outcome

At the conclusion of the consultancy, FP-ICGLR should have a modern, coherent and harmonised institutional policy and regulatory framework that:

- strengthens financial accountability;
- improves budgetary and expenditure controls;
- clarifies authority and responsibility;
- strengthens procurement;
- improves HR administration;
- modernises travel management;
- supports IPSAS-compliant financial management;
- strengthens risk management and internal controls;
- reduces ambiguity and administrative disputes;
- improves operational efficiency; and
- provides a clear basis for management and governing-organ decisions.

ANNEX 1: DOCUMENTS TO BE REVIEWED

The consultant shall review the following FP-ICGLR institutional instruments as the core documents for the assignment:

No.	Document	Current Version/Date	Principal Areas for Review
1	**FP-ICGLR Financial Regulations and Rules**	Revised 31 January 2007	Governance, accountability, internal controls, resources, budget, financial authorisation, procurement, payments, assets, cash management and accounting
2	**FP-ICGLR Financial Resources Management Guidelines**	Revised 22 January 2012	Receipts, expenditure control, procurement, payment verification, banking, advances, petty cash, accounting, payroll, records, monthly/year-end accounts and project financial management
3	**FP-ICGLR Procurement Guidelines**	Revised December 2012	Procurement authority, procurement methods, competition, exceptions, evaluation, contracts, procurement planning, contract management and asset management
4	**FP-ICGLR Travel Management Guidelines**	Revised 2 December 2012	Travel authorisation, travel entitlements, airfare, accommodation, DTA, modes of travel, visas, baggage, travel advances, claims and exceptions
5	**FP-ICGLR Human Resources Management Manual**	Revised October 2019	Staff status, recruitment, employment contracts, working conditions, remuneration, benefits, leave, conduct, discipline, separation and HR administration

The Financial Regulations and Rules constitute a key overarching instrument governing the financial management of the Forum and apply to resources administered by the Forum.

The Financial Resources Management Guidelines contain detailed operational procedures covering expenditure control, procurement, payments, banking, advances, petty cash, accounting and financial records.

The Procurement Guidelines specifically cover procurement authority, procurement processes, evaluation, contracts, procurement planning and asset management.

The Travel Management Guidelines cover travel policies and core processes, including travel requests and approvals, travel authorisations and post-travel requirements.

The HR Manual covers the status, recruitment and employment of staff and provides the broader framework for staff management within the General Secretariat.

Other Documents to be Made Available to the Consultant

Subject to availability and relevance, the Secretariat may provide:

1. Inter-Parliamentary Accord establishing FP-ICGLR;
2. relevant decisions and resolutions of the Plenary Assembly;
3. decisions of the Executive Committee;
4. relevant decisions/instructions issued by the Secretary General;
5. current organisational structure;
6. approved delegation of authority instruments;
7. approved budgets and financial reports;
8. external and internal audit reports;
9. existing staff establishment;
10. current staff contracts and applicable terms and conditions;
11. procurement plans;
12. relevant administrative circulars and instructions;
13. existing forms and templates used in financial, HR, procurement and travel processes;
14. relevant donor/cooperation agreements; and
15. any other institutional policies, procedures or administrative instruments relevant to the review.

Important: The consultant shall distinguish between instruments that have formal legal/regulatory authority and administrative guidelines/procedures. Recommendations for amendment shall clearly indicate the appropriate approving authority.

Presentation to the Executive Committee

As part of the assignment, the Consultant shall present the key findings arising from the comprehensive review, including the identified gaps, inconsistencies, outdated provisions and areas requiring harmonisation, to the **Executive Committee of the FP-ICGLR**. The presentation shall provide the Executive Committee with a clear overview of the proposed amendments to the

Forum's financial, procurement, human resources, travel and administrative policies, regulations, rules and manuals.

The presentation shall also highlight the major recommendations arising from the review and their implications for the governance and effective management of the Forum. In particular, the Consultant shall explain any proposed changes relating to delegation of authority, approval responsibilities, financial and procurement thresholds, internal controls, accountability, human resource management, travel management, procurement procedures, risk management and other areas requiring institutional strengthening.

The Consultant shall further present the proposed revised instruments and explain the rationale for the recommended changes, including any areas that require decisions or further guidance from the Executive Committee. The presentation shall provide an opportunity for the Executive Committee to review, provide comments and guidance on the proposed revisions before the documents are finalised and submitted to the appropriate governing organs of the Forum for consideration and approval, where applicable.

Travel and Accommodation Costs

The **FP-ICGLR shall meet the cost of the Consultant's official travel and accommodation** that is required for the successful execution of the assignment. This shall include the cost of **airfare and accommodation** for approved travel undertaken by the Consultant to participate in in-person stakeholder consultations, validation activities and the presentation of the findings and revised instruments to the Executive Committee of the Forum.

All travel shall be undertaken only with the **prior approval of the Forum** and shall be arranged in accordance with the applicable FP-ICGLR Travel Management Guidelines, approved budget and authorised travel arrangements. The Forum shall endeavour to secure economical and reasonable travel arrangements consistent with its applicable policies and procedures.

The Consultant shall clearly identify in the financial proposal the professional fees and any other costs associated with the assignment, while recognising that approved airfare and accommodation for official travel required by the Forum shall be **borne directly by the FP-ICGLR and shall not form part of the Consultant's professional fee**. Any travel or accommodation expenditure incurred without prior authorisation by the Forum shall be the responsibility of the Consultant.

ANNEX 2: DETAILED TECHNICAL EVALUATION MATRIX

A. Technical Evaluation

No.	Evaluation Criterion	Maximum Points
1	Understanding of the assignment and institutional context	**10**
2	Quality and appropriateness of proposed methodology	**20**
3	Relevant experience in reviewing institutional policies, regulations and manuals	**20**
4	Experience with regional/international/intergovernmental organisations	**15**
5	Qualifications and experience of proposed experts	**15**
6	Knowledge of financial management, IPSAS, procurement, HR and institutional governance	**10**
7	Quality of work plan, deliverables and implementation approach	**10**
TOTAL		**100**

Minimum Technical Score

A consultant/firm must obtain a minimum technical score of **70/100** to proceed to financial evaluation.

B. Detailed Scoring Guide

1. Understanding of the Assignment — 10 Points

Assessment	Points
Excellent understanding of assignment, institutional context and expected outcomes	9–10
Good understanding with minor gaps	7–8
Adequate understanding	5–6
Limited understanding	3–4
Poor understanding	0–2

The proposal should demonstrate an understanding that the assignment is **not simply editorial**, but involves comprehensive review, gap analysis, harmonisation and updating of the institutional framework.

2. Methodology and Approach — 20 Points

Assessment	Points
Comprehensive, practical and participatory methodology with clear review, consultation, gap analysis, drafting and validation stages	17–20
Strong methodology with minor gaps	13–16
Adequate methodology	9–12
Weak methodology	5–8
Inadequate methodology	0–4

Particular consideration should be given to proposals demonstrating:

- document-by-document analysis;
- cross-manual harmonisation;
- stakeholder consultations;
- governance and delegation review;
- financial control assessment;
- risk assessment;
- drafting of revised instruments; and
- validation and change management.

3. Relevant Policy/Manual Review Experience — 20 Points

Experience	Points
More than 10 years directly relevant experience with substantial comparable assignments	17–20
7–10 years relevant experience	13–16
5–7 years relevant experience	9–12
3–5 years relevant experience	5–8
Less than 3 years	0–4

Preference should be given to consultants who can demonstrate previous assignments involving **financial regulations, HR manuals, procurement guidelines, administrative policies and institutional governance frameworks**.

4. International/Regional/Intergovernmental Experience — 15 Points

Experience	Points
Extensive experience with regional/intergovernmental organisations and comparable institutional reforms	13–15
Significant international/regional experience	10–12
Some relevant experience	6–9
Limited experience	3–5

No relevant experience	0–2

Experience with **African regional organisations and institutions** should be particularly valued.

5. Qualifications and Experience of Proposed Team — 15 Points

Assessment	Points
Highly qualified multidisciplinary team with directly relevant senior expertise	13–15
Strong team	10–12
Adequate team	7–9
Limited expertise	4–6
Inadequate team	0–3

The proposed team should ideally include expertise in:

- public-sector/intergovernmental financial management ;
- IPSAS/accounting;
- procurement;
- human resources;
- governance/institutional development; and
- legal/regulatory drafting.

6. Technical Knowledge — 10 Points

The assessment should consider the team's demonstrated knowledge of:

- financial management and internal controls;
- IPSAS and public-sector accounting;
- budgeting and financial reporting;
- procurement;
- HR management;
- risk management;
- governance;
- audit and accountability;
- institutional policies and procedures.

7. Work Plan and Deliverables — 10 Points

The proposed work plan should demonstrate:

- realistic sequencing;
- clear milestones;
- adequate consultation time;

- quality assurance;
- management review;
- validation;
- incorporation of comments; and
- finalisation of documents.

C. Financial Evaluation

Following completion of the technical evaluation, only proposals meeting the minimum technical threshold of **70%** shall proceed to financial evaluation.

I recommend using a **80:20 technical/financial weighting**, because this is an institutional policy and regulatory reform assignment where technical quality is substantially more important than obtaining the lowest price.

Recommended weighting:

Technical Proposal: 80%

Financial Proposal: 20%

The financial score may be calculated using:

Financial Score = Lowest Evaluated Financial Proposal ÷ Consultant's Evaluated Financial Proposal × 100

The final score will be:

Final Score = Technical Score × 80% + Financial Score × 20%

The contract should be awarded to the consultant/firm obtaining the **highest combined technical and financial score**, subject to satisfactory due diligence and approval in accordance with FP-ICGLR procurement procedures.

Submission Language

All correspondence and documents relating to this Tender Notice shall be written in French or English.

Date for Submission of Tenders

The deadline for the submission of the tenders is 15 September 2026

Send your tender to the email address: secretariat@fpcirgl.org or at the physical address of FP-ICGLR indicated above.

Kinshasa, 8 September 2026

General Secretary