

TERMS OF REFERENCE

Surveys Design and Implement to fill labor market information gaps

Program	Labor Market Alignment with New Industries (SU-L1061)
Executing Agency	Ministry Health, Welfare and Labor
Indicative Start and End Date	October 2026 – March 2027
Procurement Method	Individual Consultancy – Open Call

1. Background and Rationale

Suriname's Ministry of Health, Welfare and Labor has long been responsible for collecting, analyzing, and disseminating labor-market information to support evidence-based policymaking. This information serves a wide range of stakeholders, namely policymakers, businesses, workers, educators, researchers, the National Assembly, international organizations, and the public at large.

Building on this mandate, the Ministry will implement the Employer Skills Requirements Survey under the Labor Market Alignment with New Industries Program (SU-L1061), financed by the Inter-American Development Bank. The survey aims to generate robust, policy-relevant evidence on current and anticipated labor, occupation, and skills demand among businesses across all ten districts of Suriname. It focuses specifically on the private and semi-private sectors including parastatal entities, rather than employers in general terms.

This effort responds directly to persistent gaps in Suriname's labor-market information landscape: fragmented data, limited disaggregation, weak coverage of the informal economy and migration, and the absence of an integrated monitoring and forecasting framework. It also advances the country's Decent Work Country Program, particularly its priorities around stronger labor-market information systems, skills development, productive employment, and social dialogue.

Suriname's economy is entering a period of rapid change, driven by anticipated investment in the oil and gas sector, new local-content policies, and broader economic diversification. These shifts are expected to reshape both the scale and composition of labor demand opening new employment opportunities while intensifying the need for specialized technical, digital, and transversal skills. Reliable, timely evidence on workforce needs will be essential for education providers, employment services, and policymakers to respond proactively rather than reactively.

A particular focus of the survey will be businesses' current and anticipated adoption of artificial intelligence, automation, and other digital technologies examining how these tools may affect operations, productivity, occupations, and task composition, and what this means for job transformation, displacement, and emerging skills needs. This evidence will support responsible technology adoption alongside appropriate education, training, and workforce-adjustment strategies.

The survey builds on earlier Ministry research, including a 2022 pilot Vacancy Survey on unfilled labor demand and required qualifications, complemented by a skills assessment across sectors such as tourism, ICT, wood processing, fisheries, construction, health, security, manufacturing, and finance. That earlier work pointed to labor shortages, heavy reliance on on-the-job training, and the growing importance of both technical and transversal skills, but it stopped short of a comprehensive national assessment.

This survey fills that gap. Combining a representative quantitative business survey with a strategically targeted qualitative component, it will identify recruitment constraints, skills gaps, emerging occupations, and future workforce requirements across all ten districts. It will produce district-sensitive, sector-disaggregated evidence covering near-term needs (the next three years) and medium- to longer-term expectations (five to seven years out).

The survey population will include formally registered businesses and organizations in the private and semi-private sectors, along with a purposively designed subsample of informal enterprises capturing dimensions of labor demand often missing from official statistics. Formal and informal businesses will be analyzed separately where sample size and data quality allow. Public-sector ministries and government departments fall outside the survey's scope.

Ultimately, the findings will inform Training for Employment initiatives, Public Employment Services, the emerging Labor Market Information System, education and training planning, labor-market policy, and evidence-based decisions on work-permit applications, strengthening the empirical foundation for aligning workforce development with the evolving needs of Suriname's productive sectors.

2. Objectives

2.1 General objective

To assess current, near-term and medium- to longer-term employer demand for labor, occupations and skills across all districts of Suriname, and to explain the drivers and implications of these patterns through complementary qualitative research, in order to formulate practical recommendations for training, formal education, employment services, labor-market policy, work-permit decision support and public-private collaboration.

2.2 Specific objectives

- Measure current employment, vacancies, recent recruitment and expected hiring by district, sector, establishment size, formality status and occupational group.
- Identify hard-to-fill, emerging, growing and declining occupations and replacement demand over the next 2 to 3 years and assess employers' strategic workforce expectations over a 5 to 7-year horizon.
- Identify technical, digital, language, managerial, safety-related and transversal skills required for priority occupations.
- Assess minimum education, field of study, certification, experience and licensing requirements.
- Identify causes and operational consequences of recruitment difficulties and skills gaps.
- Assess recruitment, retention, on-the-job training, external training, internship and apprenticeship practices.
- Assess employer awareness and use of PES, training institutions, formal education providers and employer organizations.
- Produce separate analysis of formal employers and the informal-employer subsample, with appropriate caveats regarding representativeness and coverage.
- Preserve comparability with earlier vacancy and skills surveys by retaining and refining relevant indicators.
- Produce a documented dataset suitable for the emerging LMIS and future periodic surveys.

3. Key Research Questions

1. What is the current workforce composition by occupation, sex, age group and employment arrangement, and how is this expected to change in the near and longer term?
2. Which occupations currently have vacancies, and how many vacancies exist by district, sector, size and formality status?
3. Which occupations are currently the most difficult to fill, and what factors contribute to these recruitment difficulties?
4. What skills/technical and transversal competencies, qualifications, certifications and experience do businesses currently require?
5. Which occupations and skills are expected to grow, decline or experience replacement demand over the next three years and over a five- to seven-year horizon?
6. How are technology, digitization, artificial intelligence (AI), automation, investment and sector developments affecting current and future labor demand, occupations and tasks?
7. How do employers recruit, train and retain workers?
8. What are employers' experiences with PES, graduates, training institutions and formal education providers?
9. How do requirements differ between formal and informal employers?
10. Which occupations appear difficult to fill locally and may require targeted training, improved matching or other measures?
11. What interventions should the Ministry, Training for Employment, Public Employment Services, education and training providers, businesses and other stakeholders prioritize to respond to current, near-term and longer-term workforce requirements?

4. Scope of Services

4.1 Geographic coverage

The survey will encompass all ten administrative districts of the Republic of Suriname, namely Paramaribo, Wanica, Nickerie, Coronie, Saramacca, Commewijne, Marowijne, Para, Brokopondo, and Sipaliwini. The analysis will generate a distinct profile for each district, reflecting local labor-market characteristics and employer composition. In instances where the number of employers within a given district is insufficient to yield statistically precise estimates, such limitations will be explicitly documented in the reporting, and the quantitative findings will, where appropriate, be supplemented by census data, purposively collected information, or qualitative evidence in order to ensure adequate representation of district-level dynamics.

4.2 Sector coverage

The quantitative component of the survey will extend across all principal economic sectors, thereby ensuring comprehensive coverage of the national productive base. The qualitative component, by contrast, will pursue a more intensive line of inquiry within a deliberately selected and duly justified subset of priority and strategically significant sectors. These are anticipated to include, though not be limited to, oil and gas, construction, industrial maintenance, information and communication technology (ICT), tourism, agriculture, food processing, forestry and wood processing, and transport and logistics. The definitive selection of sectors for in-depth qualitative examination will be finalized during the inception phase of the assignment, informed by criteria including economic significance, anticipated growth trajectories, prevailing recruitment difficulties, the pace and nature of technological change, and relevance to the planning priorities of Training for Employment (TFE), Public Employment Services (PES), and the Labor Market Information System (LMIS).

4.3 Target population and respondents

The target population comprises active establishments and enterprises employing workers. The main probability sample shall cover formally registered employers. A separate, purposively designed subsample shall be used to capture informal employers, with the identification strategy, sample size, analytical treatment and coverage limitations clearly documented. Formal and informal findings shall be analysed separately. Preferred respondents are owners, managers, human-resource personnel or senior staff knowledgeable about staffing, recruitment, vacancies and training needs. The treatment of public-sector employers and micro and small enterprises shall be proposed during inception and approved by the Client.

4.4 Indicative survey content

Module	Indicative content
A. Establishment profile	District and locality; sector and detailed activity; ownership; year established; size; locations; seasonality; registration and formality indicators.
B. Current workforce	Employment by major occupation, sex and selected age groups; full-/part-time status; permanent, temporary and casual arrangements; vacancies; foreign workers where relevant and lawful.
C. Recruitment and vacancies	Current vacancies; recent hires; recruitment channels; time to fill; hard-to-fill occupations; reasons; unsuccessful applicants; retention challenges.

Module	Indicative content
D. Occupational requirements	Occupation title and tasks; ISCO coding; minimum education; field of study; experience; certification or license; language; digital, technical, safety and transversal competencies.
E. Skills gaps	Skills lacking among applicants and workers; severity; operational consequences; occupations affected; employer responses.
F. Future demand	Expected expansion or contraction; replacement demand; anticipated vacancies and occupations over 12, 24 and 36 months; strategic workforce outlook over five to seven years; effects of investment, artificial intelligence, automation, technology and sector developments.
G. Training and workforce development	Induction; on-the-job and external training; internships and apprenticeships; training intensity or expenditure; barriers; willingness to co-design or co-finance training.
H. Employment services and partnerships	Use and perception of PES, training institutions, formal education providers and employer organizations; vacancy sharing, referrals, internships and partnerships.
I. Inclusion	Recruitment and workplace inclusion of women, youth, persons with disabilities, Indigenous and Tribal Peoples and residents of interior districts, where relevant and ethical.
J. Work permits and labor availability	Occupations for which qualified local workers are difficult to find; evidence used when seeking foreign workers; training or recruitment measures attempted.
K. Use of Artificial Intelligence (AI)	Current and planned use of AI in recruitment, candidate screening, workforce planning, productivity, training and business operations; occupations and tasks likely to be affected; AI-related skills required from workers; barriers, risks, ethical considerations and employer support needs for responsible AI adoption.
L. Open policy questions	Employer recommendations on skills development, recruitment support, labor migration, certification, work readiness and public-private coordination.

5. Methodology

5.1 Overall design

A mixed-methods design shall be used, consisting of a national quantitative employer survey and a structured qualitative component comprising focus group discussions, in-depth interviews and stakeholder validation. The quantitative component shall estimate the scale and distribution of employment demand, vacancies, recruitment difficulties and skills requirements. The qualitative component shall explain the reasons behind observed patterns, explore future workforce strategies and sector transformations, assess institutional and employer perspectives, and support the interpretation and validation of recommendations. Findings from both components shall be integrated systematically through triangulation.

5.2 Desk review and harmonization

- Review the 2022 Vacancy Survey, skills assessment and earlier Skills and Employment Survey instruments, reports, datasets and lessons learned.
- Review relevant Ministry data and publications, business registers, TFE sector work, PES information and other employer studies.
- Identify indicators to retain or refine for comparability.
- Map variables to Program Results Matrix, TFE, PES, LMIS, education planning and work-permit information needs.
- Use classifications approved by the Client, preferably ISIC and ISCO.

5.3 Sampling design

The Consultant shall develop a probability-based sample using the most current, complete and fit-for-purpose employer database available, preferably the KKF (Chamber of Commerce) business register, subject to a documented assessment of coverage, duplication, activity status and contact-data quality. Stratification shall consider district, sector and establishment size. The methodology shall specify selection probabilities, reserve samples, replacement rules, anticipated non-response, minimum completed interviews and survey weights. Any supplementary sources used for frame verification or updating shall be clearly documented and shall not result in uncontrolled duplication of sampling units.

For proposal comparison and budgeting, applicants shall assume a minimum of 400 valid completed employer interviews or ensure a minimum sample size that allows district profiles to achieve adequate statistical power and representative estimates. A revised final sample may be proposed by the Consultant at inception, supported by precision calculations, reporting requirements, frame quality and budget, and requires written Client approval.

District profiles: The design must be capable of producing a profile for every district. In smaller districts, this may necessitate oversampling, a census-based approach to larger employers, the purposive inclusion of enterprises of particular economic importance, and the incorporation of supplementary qualitative evidence.

Informal employers: A separate purposive subsample shall be designed for informal employers. The Consultant shall propose the identification and recruitment approach, target size, sector and district coverage, and analytical limitations. Results from this subsample shall be clearly distinguished from probability-based estimates for formal employers.

5.4 Quantitative data collection

- Trained interviewers will enter employers' answers directly into a digital questionnaire, using offline mode where internet access is limited.
- Use secure online self-completion and telephone interviews as complementary modes; an uncontrolled open-link web survey shall not be the sole method.
- Program skip logic, validation rules, critical mandatory fields and interviewer instructions.
- Conduct cognitive testing and a formal pre-test of the questionnaire, followed by a pilot across different sectors, establishment sizes and districts. The Consultant shall document all issues identified, revisions made and approval decisions in a pilot and revision log.
- Obtain Client approval before full fieldwork.
- Aim for an interview length of approximately 30–40 minutes.

5.5 Qualitative component

The qualitative component shall include FGDs and IDIs with employers, HR managers, sector associations, employer organisations, training institutions, formal education providers, PES and relevant Ministry units. It shall be used not only for validation, but also to investigate the causes of recruitment difficulties, sector-specific skills gaps, anticipated technological and economic changes, workforce-development practices, barriers to collaboration and feasible policy responses. The Consultant shall propose the number, composition, geographic distribution, recruitment approach, discussion themes, recording and analysis procedures in the technical proposal. Representation of priority sectors, formal and informal employers, and district perspectives shall be ensured. Qualitative data shall be analysed thematically and triangulated with quantitative findings.

5.6 Pre-test, pilot and listing/frame-updating activities

Before full fieldwork, the Consultant shall conduct cognitive testing, a formal questionnaire pre-test and a pilot. Where the selected employer database contains outdated, incomplete or duplicate records, the Consultant shall carry out proportionate verification, telephone screening or targeted listing/update activities before sample release. The readiness package shall document the procedures, coverage achieved, changes to the frame and instruments, and implications for the final sample design.

5.7 Data quality assurance

- Recruit and train qualified field and qualitative staff, including district-based personnel where appropriate.
- Prepare fieldwork, consent, coding and quality-control manuals.
- Verify at least 10 percent of completed quantitative interviews.
- Monitor response and sample composition by district, sector, size and formality status.
- Document refusals, substitutions, duplicates, outliers, missingness and edits.

5.8 Data analysis

- Apply survey weights where required and distinguish estimates, counts and perceptions.
- Disaggregate by district, sector, size, formality status and occupation, subject to confidentiality rules.
- Produce employment, vacancy, recruitment, hard-to-fill vacancy, anticipated hiring and workforce-change indicators.
- Prepare occupation profiles linking tasks, qualifications, certifications and skills.
- Compare formal and informal employers.
- Analyse expected demand over 12, 24 and 36 months and employers' strategic expectations over a five- to seven-year horizon.
- Integrate thematic analysis of FGDs and IDIs.
- Compare with earlier surveys where definitions are sufficiently comparable.

Minimum Analytical Outputs

- Executive summary with key findings and priority actions.
- Sampling frame, design, achieved sample, response rates, weights and limitations.
- Profiles of establishments, formal employers and informal employers.
- Employment, vacancy and hiring tables by district, sector, size and occupation.
- A profile for each district.
- Profiles of hard-to-fill, emerging and high-demand occupations.
- Skills profiles for priority occupations.
- Expected demand over 12, 24 and 36 months, together with strategic workforce outlooks over five to seven years.
- Recruitment channels and causes of recruitment difficulty.
- Training practices and partnerships.
- Use and perception of PES, training and formal education providers.
- Evidence relevant to local labor availability and work-permit policy, with limitations.
- Gender and inclusion findings.
- District and sector factsheets.
- Quick-win, medium-term and long-term recommendations.
- Core questionnaire and recommended frequency for future surveys.

6. Key Activities

- Kick-off meeting and Project Charter.
- Project Management Plan covering scope, schedule, quality, staffing, communication, risk, stakeholders, fieldwork, data protection and acceptance criteria.
- Review of previous instruments, datasets and labor-market evidence.
- Assessment and verification of the selected sampling frame, including frame cleaning, de-duplication, activity-status checks and, where necessary, targeted listing or updating activities.
- Development, programming, cognitive testing, pre-testing, piloting, revision and Client approval of quantitative and qualitative instruments.
- Recruitment and training of field teams.
- National quantitative fieldwork in all ten districts.
- Implementation of FGDs and IDIs for explanatory inquiry, followed by stakeholder validation sessions.
- Ongoing monitoring of progress, quality, response and risks.
- Cleaning, coding, weighting and analysis, including ISIC and ISCO.
- Preparation of district, sector, occupation and formality profiles.
- Presentation and validation of preliminary findings.
- Final reporting, data transfer, closure meeting and lessons learned.

7. Deliverables and Timeframe

#	Deliverable	Minimum content	Indicative timeframe
	Phase 1		
1	Inception Report and Project Management Plan	Refined scope; review; stakeholder map; frame assessment; formal/informal strategy; sample design; methodology; comparability matrix; work plan; staffing; risks; quality, communications and data-protection plans; acceptance criteria.	Week 1–3
2	Survey Instruments and Pilot Report	Final English and Dutch questionnaire; FGD and IDI guides; programmed survey; consent scripts; manuals; training materials; pilot findings and revision log.	Week 4–7
3	Sampling Frame and Fieldwork Readiness Package	Documented frame; selected and reserve samples; allocations; contact and district logistics plans; training report; dashboards and quality tools.	Week 8–9
	Phase 2		
4	Fieldwork Progress Reports	Weekly quantitative and qualitative progress, achieved sample, quality results, risks and corrective actions.	Week 10–19
5	Fieldwork Completion and Data Package	Raw and clean quantitative data; qualitative notes/transcripts or structured summaries; codebook; weights; ISIC/ISCO codes; logs; syntax; response-rate report.	Week 20–21
6	Draft Analytical Report	Executive summary; methodology; national, district, sector, size, occupation and formality findings; qualitative findings; comparison; limitations; recommendations; annex tables.	Week 22–23
	Phase 3		
7	Validation and Presentation Package	Senior-management and stakeholder presentation; validation sessions; feedback matrix; revised priorities and recommendations.	Week 24
8	Final Report and Dissemination Package	Final report; policy brief; PowerPoint; district and sector factsheets; anonymized dataset; final tools, codebook, syntax, editable files; lessons learned; periodic-survey proposal.	Week 25–26

8. Project Milestones

The assignment is expected to commence on 1 October 2026 and last approximately six months, equivalent to 26 weeks. The Consultant may propose an improved schedule provided adequate time is allocated to frame assessment and updating, instrument refinement, pre-testing and piloting, all-district fieldwork, quality assurance, qualitative research, data processing, validation and incorporation of comments.

Milestone	Indicative timing
Mobilization, review and inception	Week 3
Instrument development, programming, pre-test and pilot	Week 6
Sampling-frame verification, updating and fieldwork readiness	Week 8
Quantitative and qualitative fieldwork	Week 18
Data processing, coding, weighting and analysis	Week 22
Draft reporting	Week 24
Validation, revision, final delivery and closure	Week 26

9. Profile of the Individual Consultant

9.1 Minimum qualifications and experience

- Preferred PhD, otherwise, a Master's degree, in economics, labor economics, statistics, social research or a related field, with at least ten years of relevant professional experience in large-scale surveys, labor-market or skills research, mixed-methods research and advanced data analysis.
- Demonstrated experience in at least two comparable assignments involving multi-district or nationwide survey research, sampling, data management and analytical reporting.
- Demonstrated experience with mixed-methods research, computer-assisted data collection, quality assurance and secure data management.
- Strong experience in labor-market, skills, vacancy, occupation or workforce-development analysis, including policy-oriented interpretation of findings.
- Demonstrated knowledge of Suriname's labor market, economic sectors and district context including the informal economy and experience reaching informal or hard-to-enumerate employers.
- Experience with Stata or R is preferred; SPSS and other relevant statistical software are also acceptable.
- Excellent written and spoken English and Dutch; knowledge of relevant local languages is an advantage.

9.2 Required technical and management competencies

The individual Consultant shall have overall technical and managerial responsibility for the assignment and shall serve as the Lead Consultant. Given the scale of the fieldwork, the Consultant may mobilize and supervise enumerators, field supervisors, qualitative facilitators, data-processing support or other short-term specialists as needed and within the approved technical and financial proposal. The Consultant remains fully accountable to the Client for the quality, coordination, confidentiality and timely delivery of all services and outputs.

The Consultant must demonstrate the capacity to lead and coordinate all components of the assignment. Where support personnel or short-term specialists are proposed, the Consultant shall clearly describe their roles and how the following competencies will be covered:

- establishment-survey design, sampling, weighting, non-response adjustment and statistical estimation;
- qualitative research design, including focus group discussions, in-depth interviews, thematic analysis and the integration of qualitative and quantitative findings;
- management of multi-location fieldwork, including field teams, logistics, quality assurance and corrective action;
- digital survey programming, database management, data validation, data security and secure data transfer;
- analysis of labor-market indicators and survey data, including the application of ISIC and ISCO classifications and survey weights;
- policy-oriented analysis and reporting, preferably using Stata, SPSS or R;
- recruitment, training and supervision of field personnel with appropriate language skills and familiarity with the districts covered; and
- facilitation and documentation of qualitative research with businesses, institutions and other relevant stakeholders.

Note: The individual Consultant shall remain the principal expert and contractual counterpart. Any proposed support personnel shall be proportionate to the assignment and clearly identified in the technical and financial proposal, including their role, level of effort and relevant qualifications.

10. Reporting Requirements

- Principal deliverables shall be in English; final survey instruments shall also be in Dutch.
- Each major deliverable shall include a concise PowerPoint presentation.
- Reports shall be provided in editable .docx and PDF formats.
- Data shall be supplied in Excel and at least one statistical format such as SPSS or Stata.
- All tables, figures, instruments, codebooks, scripts, dashboards and source files shall be editable.
- Progress reports shall state activities, achieved sample, issues, risks, decisions required and corrective actions.
- The Consultant shall maintain version control and a document register.

11. Acceptance Criteria

Deliverables will be reviewed by the Ministry under the coordination of the designated Project Supervisor, with technical input from the SLMA, relevant departments, PIU and, where applicable, IDB. A deliverable is accepted when it:

- addresses all required content and agreed revisions;
- is methodologically sound and internally consistent;
- uses approved definitions, indicators and coding systems;
- documents limitations and data-quality issues;
- includes all required editable files;
- meets confidentiality and data-protection requirements; and
- receives written acceptance from the authorized Client representative.

12. Supervision and Coordination

The Consultant will report to the Deputy Director responsible for Labor Market matters or another designated official. Day-to-day technical coordination will be provided by the SLMA and contract administration by the PIU. A Technical Working Group may include Labor Statistics, Labor Market Development, PES, other relevant Ministry units and PIU.

12.1 Client responsibilities

- Provide previous questionnaires, reports, datasets and Program documents.
- Facilitate access to business registers, district contacts and stakeholder lists, subject to legal requirements.
- Provide official introduction letters and support employer engagement.
- Review deliverables within agreed periods.
- Support coordination with districts and government institutions.
- Confirm data ownership, publication and disclosure procedures.

13. Data Protection, Confidentiality and Ownership

- Participation shall be voluntary and based on approved informed consent.
- Only data necessary for the objectives shall be collected.
- Identifiable enterprise information shall not be disclosed without written authorization.
- Contact data and responses shall be stored separately where feasible.
- Electronic data shall be encrypted and access controlled.
- Small cells shall be aggregated or suppressed.
- All instruments, data, codebooks, syntax, reports and products shall become Client property.
- The Consultant and any personnel engaged by the Consultant may not reuse, publish or share data without written approval.
- Applicable Surinamese law, contractual confidentiality and relevant IDB requirements shall be observed.

14. Payment Schedule

Payments shall be linked to acceptance of deliverables. Final percentages shall be confirmed by the PIU.

An indicative structure is presented below.

Milestone	Indicative share
Phase 1 – Approved Inception Report, final survey instruments and pilot, and fieldwork readiness package	25%
Phase 2 – Completion of quantitative and qualitative fieldwork, clean data package, and Draft Analytical Report	40%
Phase 3 – Validation, Final Report and Dissemination Package, including final datasets, tools and editable files	35%

15. How to Apply and Selection Process

Interested and qualified individual consultants must submit the documents listed below to the Program Manager by email at piu.lmawni@gmail.com no later than Friday, 11th of September 2026.

A. Application Documents

1. A concise technical proposal demonstrating the consultant's understanding of the assignment, proposed methodology, work plan, fieldwork approach, relevant experience and capacity to conduct the survey in all districts.
2. A financial proposal with a clear breakdown of the consultant's professional fees and all proposed fieldwork, support personnel, travel, data collection, analysis, reporting and other relevant costs.
3. An updated CV of the individual consultant.
4. Copy of a valid identification document and evidence of eligibility to provide individual consulting services in accordance with the applicable procurement requirements.
5. Evidence of relevant experience, including references, contracts, completion certificates or other verifiable evidence for comparable assignments.
6. Any other supporting documents required in the procurement notice.

B. Selection Process

1. All complete applications will be reviewed by an Evaluation/Selection Committee.
2. Individual consultants meeting the minimum eligibility requirements will be evaluated based on qualifications, relevant experience, technical approach and methodology, work plan, and demonstrated capacity to deliver the assignment.
3. Consultants achieving the required minimum technical score will be shortlisted and may be invited to an interview or clarification meeting.
4. Only consultants meeting the applicable minimum technical and financial requirements will be considered for contract award.
5. The contract will be offered to the most qualified and suitable individual consultant in accordance with the applicable procurement procedures.