



# **Terms of reference – Invitation procedure**

## **‘Backstopping and Learning-Municipal Revenue Enhancement Project (MunRev)’ for the period 15.02.2026 to 31.12.2029 in Nepal**

This procedure is based on the Federal Act of 21 June 2019 on Public Procurement (PPA, SR 172.056.1) and the Ordinance of 12 February 2020 on Public Procurement (PPO, SR 172.056.11).

Date.11.12.2025

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## 1 Abbreviations

AC	Award criteria
DAG	Disadvantaged Groups
EC	Eligibility Criteria
FCDO	Foreign, Commonwealth & Development Office
GESI	Gender Equality and Social Inclusion
GON	Government of Nepal
GTC	General Terms and Conditions of Business
IMS	Information Management System
LG	Local Government
MDTFPFM	Multi Donor Trust Fund for Public Finance Management
MoFAGA	Ministry of Federal Affairs and General Administration
MUNREV	Municipal Revenue Enhancement Project
OSR	Own Source Revenue
PDO	Program Development Objective
PFM	Public Finance Management
PPA	Federal Act on Public Procurement
PPO	Federal Ordinance on Public Procurement
PLGSP	Provincial and Local Governance Strengthening Programme
PPP	Public Private Partnerships
PSP	Provincial Support Programme
SDC	Swiss Agency for Development and Cooperation
SCP	Swiss Cooperation Programme
SECO	State Secretariat for Economic Affairs
TOC	Theory of Change
VAT	Value Added Tax

## 2 Purpose of this document

These specifications describe the objectives that are to be pursued and achieved with this object of procurement. It regulates the procedure and form of the submission of tenders and, together with the General Terms and Conditions of the FDFA, the Federal Act of 21 June 2019 on Public Procurement ([PPA, SR 172.056.1](#)) and the Ordinance of 12 February 2020 on Public Procurement ([PPO, SR 172.056.11](#)) serves as the basis for the present procedure.

In the case of an invitation procedure, at least three bids shall be collected, if possible, and the Terms of Reference must also be placed on the [FDFA mandates platform](#). The contract is awarded to the most advantageous tender.

## 3 Goal and content of the mandate

### 3.1 Background

#### Municipal Revenue Enhancement Project (MunRev)

The Constitution of Nepal (2015) embraced federalism which marked a radical shift in the country's governance system and enabled its transition from a unitary to a three tiered (federal, provincial, and local) federal system. In Nepal's political history, this significant transformation demands unprecedented policy, structural, procedural, attitudinal and behavioural changes. Currently, the implementation of the 2015 Constitution and the "unbundling" of the functions of each sphere of Government remains an ongoing reform process, which the Swiss Agency for Development and Cooperation (SDC) supports politically as well as programmatically through its "Federal state building" domain in the Swiss Cooperation Programme (SCP) 2023-2026<sup>1</sup>.

Within this broader context, Municipal Revenue Enhancement Project (MunRev), with an estimated financial volume of CHF 4.08 million for programme implementation, is designed with the proposition that strengthening fiscal autonomy, accountability and inclusive services at the local government (LG) level, where most citizen-state interactions take place, will demonstrate the benefits and increase the demand for inclusive federalism in Nepal. The overarching goal of the Municipal Revenue Enhancement Project (MunRev) is to bolster fiscal federalism, public financial management (PFM) and sustainable implementation of ongoing decentralization reforms in Nepal. Systemically, it seeks to mainstream principles of good financial governance, namely transparency, efficiency and accountability that lead to improved allocations for expanded public service delivery.

Fiscal federalism incorporates a complex interplay of normative, legislative and institutional elements at national and subnational level aimed at mobilizing government revenues, allocating public funds, managing public spending, accounting for and reporting on expenditures. MunRev recognises that building a robust and well-functioning federal system is a longer-term endeavour fuelled by dynamic reforms, consistent efforts and inclusive responsiveness to citizens' needs. Apart from its political and administrative pillars, fiscal federalism is an indispensable building block of an efficient and effective federal state as it ensures the just aggregation and distribution of income, effective allocation of state's resources, and state's overall economic stability.

MunRev also promotes sound inter-governmental fiscal relations, vested in the implementation of constitutionally mandated rights and responsibilities by all levels of government. As significant headways in national fiscal structures and institutions have been made already in Nepal, MunRev targets its support primarily at the local level where systemic fiscal capacity gaps and proximity to citizens are the highest. It addresses observable gaps in LGs' low own source revenue (OSR) generation due to their lagging capacity in OSR estimation, strategic prioritization, planning, effective alignment of efficient systems and procedures to implement

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<sup>1</sup> With projects such as Province Support Programme (PSP) and Province and Local Governance Support Programme (PLGSP) Multi Donor Trust Fund Public Financial Management Programme (MDTF PFM)

the full cycle of their OSR duties and responsibilities. These deficiencies subsequently have a direct impact on LGs' fiscal autonomy hence capacity to allocate funds for much needed public services. Tax compliance among taxpayers is also addressed as it is low.

Addressing these realities, MunRev's goal is: *Targeted Local Governments (LGs) have greater fiscal autonomy and deliver improved local services to their constituents, including women, and disadvantaged groups (DAG)*. In doing so, MunRev will ensure that fiscal responsibilities are properly shared and financial powers defined in compliance with the principle of subsidiarity, i.e., the principle that decisions should be taken as closely as possible to citizens. Gender equality and social inclusion, strengthened climate resilience and principles of good governance - transparency, civic participation, accountability and anti-corruption - are also expected to be transversally enhanced.

As a crosscutting theme, the Gender Equality and Social Inclusion (GESI) objective of the project is to promote capacities of LGs to (i). assess the implicit and explicit impact of local taxes or OSR on women and people of disadvantaged groups (defined as people who experience social discrimination based on gender, caste/ethnicity, sexual orientation and gender identity, disability, age, geographical location and income status) and (ii). develop a taxation and revenue generation system which is equitable and can contribute to economic growth by increasing labour force participation and entrepreneurship of women and the disadvantaged.

To meet the envisioned systemic impacts, MunRev will implement three mutually reinforcing tracks of activities with the following expected outcomes:

OUTCOME 1: Selected LGs' OSR collection and tax compliance is fair, efficient, effective and transparent.

OUTCOME 2: Selected LGs' public service delivery systems and procedures are managed effectively and inclusively, efficiently and transparently.

OUTCOME 3: All levels of government share learnings on OSR management, draft better informed and inclusive PFM policies and scale up OSR programs.

With an intent to impact systems and behaviour, MunRev's theory of change (TOC) posits that:

**IF** local governments (LGs) have improved capacity with appropriate tools, skills and systems, to strategically plan and manage Own Source Revenue (OSR) collection and gaps in related legislation and procedures are addressed, **IF** an efficient, user-friendly OSR Management Information System (MIS) is in place with disaggregated data and all citizens, including women and the disadvantaged, have access to information on local public expenditures, and can influence relevant fiscal decisions and **IF** local service delivery is digitalized to enhance access, transparency, efficiency, and procurement, with improved civic oversight, and **IF** the challenges and successes in OSR collection are shared and discussed at provincial and national levels, as well as among municipalities, **THEN** OSR collection and tax compliance in selected areas will be efficient, effective and transparent, selected LGs will improve the planning and procurement of public services responding better to the needs of all citizens, especially women and the disadvantaged, and better-informed public financial management (PFM) policies will be drafted, with the scaling up of OSR programs based on disaggregated and analytical evidence. **BECAUSE** increased OSR leads to greater autonomy for LGs, allowing them to allocate increasing funds to locally demanded services, prioritising services required by women and disadvantaged groups and **BECAUSE** LGs will have the capacity to generate OSR efficiently and transparently, while taxpayers will have gained an improved understanding to comply with their tax obligations thus benefiting from sustainable and equitable service delivery.

Given that MunRev will be Switzerland's first project to support local OSR systems in Nepal, it is understood that the first phase (2025/26-2028/29) will serve as a platform for piloting and learning. The iterative approach is by design as it intends to inform and shape MunRev's subsequent phases with relevant adjustments.

Enabling legislation and procedural guidelines, respective staff's capacity to manage OSR and well set up and integrated information management systems (IMS) are composite elements in LGs' institutional readiness to effectively raise and subsequently manage OSR. The Rapid Municipal OSR Readiness Assessment and the Rapid GESI Assessment conducted during the preparatory phase of the project showed that LGs vary significantly in their 'operational readiness' to assess, plan and subsequently raise OSR in a fair, systematic and sustainable manner. MunRev's interventions under **Outcome 1** will therefore increase the equity, efficiency, effectiveness and transparency in OSR management and tax compliance in targeted LGs. These objectives strongly align with national priorities aimed at deepening fiscal federalism and with Article 285 of 2019 Constitution of Nepal which mandates LGs to collect the mentioned 12 tax and non-tax revenues. It addresses observable gaps in LGs' low OSR generation due to their lagging capacity in OSR estimation, strategic prioritization, planning, effective alignment of efficient systems and procedures to implement the full cycle of their OSR duties and responsibilities. These deficiencies subsequently have a direct impact on LGs' fiscal autonomy hence capacity to allocate funds for much needed public services. Tax compliance among taxpayers is also addressed as it is low. Digitally optimized PFM solutions also need to be introduced to boost transparency and to modernize the multi-level systemic efficiency which is currently predominantly paper-based. LGs particularly lag behind when it comes to digitalization. **Outcome 2** will focus on improving LGs' service delivery systems and procedures related to planning, budgeting and procurement. Supporting service delivery systems in MunRev's Phase 1 will set the stage for MunRev's longer-term goal of supporting LGs' capacity to deliver an expanded range of public services with the increased OSR they will collect. To reinforce systemic effects and to promote a whole of government approach, **Outcome 3** will focus on enhancing inter-governmental coordination, bottom-up learning and evidence-based policy dialogue related PFM policies and OSR through and knowledge creation at all three levels of government.

Over time, as OSR increases the project will incentivize local decision makers to enhance their service delivery functions as they are strongly linked to more efficient and well implemented taxation. The three service areas that will be targeted by the project include: i) the building code, ii) solid waste management, and iii) digital services. The selected service delivery projects in prioritized areas will be fiscally sustainable with public return on investment, they will be GESI sensitive, while their resource mobilization plans will need to be linked to OSR. Inter-municipal economies of scale and public private partnerships (PPPs) will be strongly considered in the project selection. Capacity development activities will focus on strategic, participatory and GESI responsive OSR planning and budgeting in service delivery, on transparent and efficient procurement and emerging needs. In efforts to reduce anti-corruption head on, proactive civic monitoring and oversight will be integrated in the entire service delivery process through the deployment of tools such as service delivery integrity contracts, digitally enhanced implementation monitoring that could be further popularized through the deployment of innovative mobile applications (e.g., among youth, user groups and young professionals) and emerging LG needs. This is to ensure that LG representatives and implementing entities are held accountable directly by the taxpayers.

With this project, Switzerland will establish a very important and crucial engagement with LGs in Koshi, a priority province under SCP 2023-2026, and Bagmati Province. Even though several development partners such as the World Bank, Foreign, Commonwealth & Development Office (FCDO) and Asian Development Bank are actively involved in PFM reforms and increasingly in OSR, their geographic focus and focal activities differ from those pursued in MunRev hence there is no risk of duplication. This will allow the project to compare the learnings and measure efficacy of interventions across multiple provincial sample group(s). The project will create synergies with Swiss funded existing projects such as Provincial and Local Governance Support Programme (PLGSP) and Provincial Support Programme (PSP) mainly on promoting intergovernmental collaboration, collaborate with DIGI Nepal - Digital Innovation for Growth and Inclusion that promotes digital innovation in more efficient and

inclusive service delivery and local economic empowerment and complement PLGSP and the Multi-Donor Trust Fund for Public Financial Management (MDTF PFM) supported by State Secretariat for Economic Affairs (SECO) to enhance national initiatives. This project will be augmented further by exploring methodologies to build an adaptive and robust learning component from the offset to ensure the learnings not only establish a feedback loop to national and provincial policymakers and help influence inclusive federalism policy reform but also inform development initiatives at the national and sub-national level.<sup>2</sup> For example, the project aims to facilitate effective DP collaboration and influence policy reform at the national level through Ministry of Federal Affairs and General Administration (MoFAGA), MDTF PFM and Provincial and Local Governance Support Programme (PLGSP) platforms.

#### Timeline of the MunRev:

The inception phase of the MunRev is expected to start from February 2026 until mid-July 2026 with the program implementation phase is expected to start from July 2026 until December 2029.

#### Multi-Donor Trust Fund for Public Financial Management in Nepal

The contribution of the Swiss State Secretariat for Economic Affairs (SECO) to the multi-donor trust fund for Public Financial Management in Nepal is an important component of Switzerland's support for federal state building. The programme strengthens public expenditure and revenue management, procurement systems and audit mechanisms at the federal, provincial and local levels.

- ❖ Development Objective: “The overall program development objective (PDO) of the MDTF is “to strengthen the performance, transparency and accountability in public financial management in Nepal”. The key results expected from the projects to be funded through the MDTF are:
  - i. Improved resource management as a result of strengthened PFM systems and processes.
  - ii. Increased awareness and oversight of government PFM processes by diverse constituencies.
  - iii. Better knowledge of value for money challenges and PFM governance gaps, contributing to improved design of PFM interventions at the country and sector level.
- ❖ Background: Strengthening Public Financial Management (PFM) remains a cornerstone of the Government of Nepal’s (GoN) strategy to enhance governance, optimize outputs from public resources, and ensure inclusive, broad-based development. In line with this commitment, the World Bank has administered PFM reform projects financed through the Public Financial Management Support Multi-Donor Trust Fund (PFM MDTF) for over a decade. Since its establishment in December 2010, the MDTF has financed six recipient-executed projects aimed at: (a) strengthening expenditure controls and government accountability through improvements to the treasury system and financial reporting; (b) enhancing the effectiveness of PFM and procurement institutions at federal and subnational levels; (c) improving the quality of public sector audits; and (d) promoting transparency and inclusiveness through civil society–led social accountability initiatives. When the original trust fund closed on January 31, 2021, development partners—recognizing the continued importance of PFM reforms—extended the parallel trust fund (scheduled to end in 2026) through 2028, with the exception of Australia.

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<sup>2</sup> For example, the project will explore options such as Action Learning or other suitable learning component to be built into the project from the inception to maximize learning opportunities and inform program implementation and subsequent adaptation.

- ❖ The most recent operation under the MDTF, the Integrated Public Financial Management Reform Project (IPFMRP), closed in July 2023 and supported priority areas of the GoN's PFM Reform Strategy for FY2017–FY2026. Key achievements included the establishment of the Medium-Term Expenditure Framework (MTEF); development of the Project Bank Management Information System and project appraisal and prioritization criteria; institutionalization of gender-responsive budgeting (GRB) at subnational levels; adoption of international standards in accounting and external audit; rollout of the COSO internal control framework; enhancement of core PFM information systems; expansion of electronic fund transfers and revenue collection; and system interoperability for seamless information exchange.
- ❖ While several development partners continue to support PFM reforms, the absence of a unified strategy covering all three tiers of government—and the lack of a single-window coordination mechanism—had led to fragmented reforms, resource inefficiencies, and limited results. To address this, the government established a single-window mechanism represented by federal, provincial, and local governments, guided by the PFM Reform Operational Guidelines (May 2025), to ensure coherence, alignment, and synergy across all reform initiatives.
- ❖ Building on the findings of the 2024 PEFA Assessment and in line with the 16th Plan, the GoN has prepared the Third PFM Reform Strategy (2025–2030) to strengthen PFM systems within a federal framework. The strategy provides a roadmap for reforms in budget reliability, budget execution and reporting, revenue management, intergovernmental fiscal management, debt and fiscal risk management, asset management, and external scrutiny, transparency, and accountability. It also emphasizes citizen engagement, capacity building, and the integration of climate and gender responsiveness across the PFM system to ensure sustainable reforms.
- ❖ Lessons from previous MDTF interventions highlight the importance of robust government-led institutional arrangements, selective prioritization based on impact and absorptive capacity, and alignment with the political economy. Reflecting these lessons, the new project is anchored in the Ministry of Finance–led institutional arrangement and focuses on critical PFM bottlenecks, particularly those constraining capital spending, by addressing reforms under budget reliability, budget execution and reporting, and external scrutiny, transparency, and accountability.
- ❖ Current MDTF PFM Project: Anchored in Nepal's ongoing federal consolidation and the Government's renewed commitment to strengthening fiscal governance, the new Public Financial Management for Development Effectiveness Project, financed through a US\$10 million grant from the MDTF PFM and to be implemented from August 2025 through July 2027, aims to address the systemic bottlenecks that continue to constrain effective public resource allocation and capital expenditure performance. Building on over a decade of PFM reforms supported under the MDTF—and guided by the 2024 PEFA Assessment and the Government's Third PFM Reform Strategy (2025–2030)—the project strengthens the credibility, efficiency, and accountability of Nepal's PFM architecture across all three tiers of government. It will reinforce upstream planning and budgeting through improved macro-fiscal analysis, streamlined MTEF and budget formulation procedures, and integrated project appraisal and selection systems, while simultaneously enhancing expenditure management through modernized procurement processes, strengthened internal control and audit functions, upgraded accounting and asset management systems, and expanded digital interoperability for transparent

reporting and oversight. By embedding climate and gender responsiveness, deepening citizen engagement, and consolidating financial information through an integrated PFM management dashboard, the project seeks to promote more disciplined, evidence-based allocation of public resources and more reliable, accountable budget execution. In doing so, it advances Nepal's broader development agenda by improving capital spending effectiveness, reinforcing public trust, and upholding the MDTF's long-standing objective of strengthening performance, transparency, and accountability in public financial management.

SDC Nepal will contract selected tenderer to ensure adequate backstopping and learning for the MunRev project and support development partner collaboration and influence policy reform at the national level through the MDTF PFM project and explore synergies with other SDC interventions such as PLGSP, PSP and any other relevant platforms.

### **3.2 Prior involvement**

Bidders who have been involved in drafting this invitation procedure (Terms of Reference) or who have prior knowledge of its contents are excluded from this competition.

Bidders who have previously submitted a bid for the tender "MunRev project implementation" are also excluded from this competition.

### **3.3 Objectives**

The selected tenderer will work alongside the project implementation team with the following objectives:

- (1) to design and support analysis, guide and ensure the quality of analytical works;
- (2) to foster the identification of lessons, recommendations and conclusion;
- (3) to support the feeding back of learnings to policy-makers in Nepal and advise national reform programmes.

In addition, the selected tenderers shall assist SDC:

- (4) in periodically assessing monitoring results;
- (5) in reviewing and updating intervention approaches and working modalities;
- (6) upon demand, in reviewing and advocating for PFM related reforms in other SDC / SECO engagements (such as MDTF PFM or PLGSP or PSP).
- (7) in providing technical and advisory backstopping to guide the scoping, design, and introduction of performance-based systems in relevant governance and public service delivery areas.

### **3.4 Content of the mandate**

The mandate is expected to be implemented by a team of two consultants (mix of international and national): one international lead with technical and methodological expertise, and one Nepali PFM and municipal revenue expert (e.g., for field work, stakeholder consultations, draft assessment reports, etc.).

The consultants (as a team) shall have the following expertise and skills:

- Solid practical and academic background related to fiscal federalism issues internationally. Understanding of Swiss Federal model, in particular Swiss fiscal equalisation systems, is required. Understanding of the context of Nepal is expected;

- Solid understanding of municipal financing, gender responsive budgeting and public finance management issues;
- At least 10 years of relevant professional experience in research, monitoring and evaluation with a focus on fiscal federalism, subnational governance and public finance management issues. Prior experience in developing countries is an advantage;
- Excellent analytical skills (quantitative and qualitative) and strong ability to communicate and summarise analysis in writing;
- Excellent writing and editing skills in English and Nepali;
- A strong sensitivity and responsiveness to gender and social inclusion, ability to integrate this approach in trainings and concepts;
- Experience in strategic advice, conducting workshops and coaching, ability to pass on knowledge in a participative and innovative manner;
- Demonstrated ability to work harmoniously in a multi-cultural environment;
- Good interpersonal skills and time management.

The mandate includes the following tasks:

**i. Research and Learning Component:**

<b>Activities</b>	<b>Deliverables</b>
Design concept and methodology to embed analysis, learning and policy-influencing within the project cycle of MunRev.	1 concept note and research agenda is developed and submitted to SDC and periodically updated.
Guide, advise and provide technical inputs into the MunRev conducted assessments and research; draft terms of reference and methodologies, support peer review and dissemination strategies.	As per approved concept; several papers are supported each year.
Provide a robust analysis of the monitoring data produced by the implementing partner on an annual basis.	Yearly reports indicating analysis results and steering recommendations
Use existing insights and analysis of the monitoring data to develop an action and thematic research agenda to test key assumptions and causal links of the theory of change in collaboration with the SDC.	1 bi-annual (once in two years) research concept and agenda is to be reviewed periodically in consultation with SDC, with key research questions and methodologies detailed.
Support identification of learnings through policy briefs, recommend synergies or entry points with other SDC initiatives such as PLGSP, PSP or other relevant instruments.	Policy briefs and other instruments of capturing learnings

**Possible topics covered by thematic research:**

- *Own Source Revenue*
- *Inclusive Service Delivery Enhancement*
- *Digitization and Digital Governance*
- *Inclusive Fiscal Federalism*
- *Implementation of PFM Reform Strategy*
- *Synergies with other PFM elements and projects, i.e., MDTF PFM and PLGSP*

**ii. Provide support to the SDC and MunRev's implementing partner to adapt project implementation based on learning:**

Activities	Deliverables
Conduct in country field visits and monitoring to track progress; provide updates and inputs to SDC to inform program steering	<ul style="list-style-type: none"><li>• 1 monitoring visit per year to Nepal and project locations to track progress; validate assumptions and report.</li></ul>
Organise and facilitate one annual learning workshop where the project implementing partner and the SDC come together to reflect on implementation experience, progress and results; adapt the Theory of Change (ToC), intervention strategy, working modalities, project approaches and entry points for project interventions based on evidence and learning.  Also use this platform to compare and share approaches taken in other countries with the aim to integrate international good practices throughout the implementation of the project.	<ul style="list-style-type: none"><li>• Organization of 4 learning workshops</li><li>• 4 Short reports summarizing key insights and steering decisions of the learning workshop</li></ul>
Provide backstopping support and inputs to the implementing partner of MunRev and advice SDC throughout the project cycle.	<ul style="list-style-type: none"><li>• Continuous engagement</li></ul>
In the 3rd year of implementation, the selected tenderer will conduct an internal reflection workshop with the SDC to make recommendations for the design of the subsequent phase.	<ul style="list-style-type: none"><li>• 1 internal reflection workshop with the SDC in the 3rd year of implementation</li><li>• 1 input paper with recommendations for the design of the subsequent phase.</li></ul>
Provide advice to the SDC and the implementing partner on additional monitoring data needed to ensure robust monitoring of the adaptations made.	<ul style="list-style-type: none"><li>• Continuous communication</li></ul>

**iii. Support evidence-based policy making in PFM at national level:**

Activities	Deliverables
Provide technical support to prepare policy briefs; ensure quality control to convey key messages on PFM sector reforms in federal settings for national and international audiences including policy makers.	1-5 policy briefs per year

Advise the SDC on how to address complex policy making and implementation challenges; support the delivery of information to the GoN to support timely policy changes.	Short political messages on the basis of policy brief
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Upon receiving the expressions of interest, the Embassy in Switzerland reserves the right to conduct interviews with candidates and request for presentation to aid the finalization of the selection.

### 3.5 Estimated amount

All the price details must be indicated in CHF excl. VAT. The price excl. VAT includes in particular insurance, allowances, social costs, transport, customs etc.

The tenderer will not be reimbursed for any costs arising from the preparation or submission of bid.

#### i. Duration and Expected Workload

The expected working days are 85 for international technical lead (with not less than 50% in country) and 100 for Nepali PFM expert including international desk work, travel to Nepal and project locations, and in-country engagement for the period of February 2026 - December 2029.

### 3.6 Timetable of the invitation procedure

Date / Deadline	Activity
11.12.2025	Terms of Reference published on the <a href="#">FDFA mandates platform</a>
18.12.2025	Expression of interest (Eol) in submitting a tender and deadline for submitting questions by email: <a href="mailto:kathmandu@eda.admin.ch">kathmandu@eda.admin.ch</a>
23.12.2025	Sharing of the answers with all the interested tenderers and sharing of relevant annexes to the tenderer who have submitted Eol
20.01.2026	Deadline for submission of bids
Mid-January 2026	Opening of bids
February First week 2026	Evaluation of submitted bids
February second week	Information of the tenderers by means of individual dispositions: Awarding of the contract and notification of the not considered tenderers
February second week	Signing of contract
15.02.2026	Contract start date

## 4 Eligibility criteria

The tenderer must duly fulfil without limitation or modification the eligibility criteria listed in annex EC. The tenderer must also provide, where indicated, the necessary evidence with the

submission of the bid. **Confirmation of the fulfilment of the eligibility criteria must be given in ‘Annex EC: Confirmation of Eligibility Criteria and documents to be submitted’.**

Only those tenderers that fulfil all formal requirements and eligibility criteria will be evaluated on the basis of the award criteria. The other tenderers will be excluded from the further procedure.

## 5 Award criteria

The following table shows the award criteria (AC) and the corresponding weightings, on the basis of which the bids will be evaluated.

AC	Award Criteria	Weighting
<b>AC 1</b>	<b>Qualifications and experience of the personnel to be deployed (CVs)</b>	<b>50%</b>
AC 1.1	Demonstrated experience in advising policy makers, development partners in the field related to fiscal federalism issues internationally. Understanding of Swiss Federal model, in particular Swiss fiscal equalisation systems, is required. Understanding of the context of Nepal is expected.	40%
AC 1.2	Qualifications of the proposed team	30%
AC 1.3	Proven track record in conducting international research, monitoring and evaluation with a focus on fiscal federalism, subnational governance and public finance management issues. Prior experience in developing countries is an advantage.	30%
<b>AC 2</b>	<b>Understanding of the mandate</b>	<b>25%</b>
AC 2.1	Understanding of the context and mandate as outlined in the section 3.1 and 3.4	25%
AC 2.2	Proposed approach and methodology to achieve the objectives, including the workplan and indicative timelines and activities, demonstrating an agile approach and flexibility	50%
AC 2.3	Description of the coordination and collaboration. Including responsibilities, between the tenderer, project implementer and the SDC, to support project adaptation based on learning.	25%
<b>AC 3</b>	<b>Financial offer – overall price</b> The overall price is to be submitted in CHF (excl. VAT) only together with the budget form as per: Annex 4 (type B) for international organisations The financial offer shall include the following: - Appropriate and market conform proposed fees for experts/consultants (these fees should include all social security, taxes, insurances, etc) - Estimated travel expenses for both international travel and field missions conducted (national) subcontractors, accommodation costs and per diem for the period of assignment. <b>Only effective</b>	<b>25%</b>

	<p><b>travel costs will be reimbursed, upon submission of vouchers.</b></p> <p>- Other expenses or material that is necessary to carry out the mandate (workshop costs, material, etc.). This will also be reimbursed based on actual.</p> <p><b>Evaluation of the price:</b></p> <p>The overall amount (excl. VAT) for the awarding of points is evaluated for each offer. <b>The overall amount for evaluation = costs of the procurement volume tendered.</b> This is calculated as follows:</p> $\text{Score} = M \times \left( \frac{P_{\min}}{P} \right)^2$ <p>P = Price of the bid being assessed</p> <p>P min = Price of the cheapest bid</p> <p>M = Max. points (= score 5)</p> <p>Exponent = Exponent in formula (=2)</p>	
	<b>Total</b>	<b>100%</b>

Each further award criterion will be evaluated according to the following score table:

Score	Fulfilment and quality of the criteria	
0	Cannot be established	<ul style="list-style-type: none"> <li>Not possible to assess</li> <li>No information</li> </ul>
1	Very poor fulfilment	<ul style="list-style-type: none"> <li>Very limited achievement of the criteria</li> <li>Insufficient, incomplete information</li> </ul>
2	Poor fulfilment	<ul style="list-style-type: none"> <li>Limited achievement of the criteria</li> <li>Information without sufficient relevance</li> </ul>
3	Average fulfilment	<ul style="list-style-type: none"> <li>Normal achievement</li> <li>Average quality, minimum requirement fulfilled</li> </ul>
4	Good fulfilment	<ul style="list-style-type: none"> <li>Good achievement</li> <li>Very good quality</li> </ul>
5	Very good fulfilment	<ul style="list-style-type: none"> <li>Very good achievement</li> <li>Outstanding quality</li> </ul>

## 6 Structure and content of the bid

The tenderer must adhere to the following structure in the interests of fairness and in order to expedite the evaluation process.

Nr.	Contents	Max. No. Pages	EC/AC
00	Cover letter with signature(s) and documents evidencing organisational capability	1	EC 1
01	'Annex EC: Confirmation of Eligibility criteria and documents to be submitted'	As outlined in Annex	EC1 – EC 9

		EC and all listed documents in EC	
02	Self-declaration form ' Proof of Compliance with the conditions of participation' of the Federal Procurement Conference FPC <b>AND</b> Self-declaration form 'pursuant to Article 29c of the Ordinance on measures in connection with the situation in Ukraine' of the State Secretariat for Economic Affairs (SECO)		EC 2
03	'Tenderer Information' form	Annex 2	EC 3
04	Acceptance of GTC and Code of Conduct		EC 4
05	Legal documents		EC 5
06	Written proof of experience – References		EC 6
07	Written confirmation of human resources for the mandate		EC 7
08	Written confirmation of contact partner (SPOC)		EC 8
09	Documentary evidence of the language skills of the key individuals		EC 9
10	Description of qualifications of the personnel to be deployed (CVs)	Annex 6	AC 1
	Demonstrated experience in advising policy makers, development partners in the field related to fiscal federalism issues internationally. Understanding of Swiss Federal model, in particular Swiss fiscal equalisation systems, is required. Understanding of the context of Nepal is expected.		
	Proven track record in conducting international research, monitoring and evaluation with a focus on fiscal federalism, subnational governance and public finance management issues. Prior experience in developing countries is an advantage.		
	Understanding of the context and mandate as outlined in the section 3.1 and 3.4	Annex 5, maximum 2 pages, Arial Font 11	AC 2
	Proposed approach and methodology to achieve the objectives, including the workplan and indicative timelines and activities, demonstrating an agile approach and flexibility	Annex 5, maximum 4 pages, Arial Font 11	
	Description of the coordination and collaboration. Including responsibilities, between the tenderer, project implementer and the SDC, to support project adaptation based on learning.	Annex 5, 2 pages, Arial Font 11	

11	Financial offer according to the budget form annex 4 (type B) in CHF (excl. VAT)	Annex	AC 3
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## **7 Administrative Aspects**

### **7.1 Official name and address of the contracting authority**

Federal Department of Foreign Affairs FDFA is in charge of the awarding procedure and also acts as direct contracting authority towards the tenderer.

Federal Department of Foreign Affairs FDFA  
Swiss Agency for Development and Cooperation (SDC)  
Embassy of Switzerland in Nepal  
Ekantakuna, Jawalakhel  
P.O Box no. 113, Kathmandu, Nepal

### **7.2 Deadline and address for submitting bids**

The bids (format pdf) must be submitted to [kathmandu@eda.admin.ch](mailto:kathmandu@eda.admin.ch) by 20.01.2026, 23:00 (Swiss time) at the latest. Bids received late cannot be taken into consideration. They will be returned to the tenderer.

The email must mention 'Bid for Backstopping and Learning-MunRev Project' in the reference line. The files shall not exceed maximum size of 20 MB for each email. It is possible to submit a bid in more than one email in clearly labelled batches. Tenderers must confirm in the email the binding force of the bid. The receipt of the bids submitted via email will be acknowledged via email at the latest until 27.01.2026.

In all cases the tenderer must retain proof of the timely submission of the bid.

### **7.3 Expression of interest in submitting an offer and receiving documents**

Interested tenderers can express their interest by email to [kathmandu@eda.admin.ch](mailto:kathmandu@eda.admin.ch) until 18.12.2025, 23:00 (Swiss time) and will receive the annexes to these terms of reference.

### **7.4 Answering questions**

No individual information is given to the tenderers. Any questions must be submitted by 18.12.2025, 23:00 (Swiss time) to [kathmandu@eda.admin.ch](mailto:kathmandu@eda.admin.ch). Questions submitted late cannot be answered. The document with all questions received and their answers will be sent to all tenderers by 23.12.2025.

### **7.5 Type of procedure**

Procurement is carried out by invitation o tender in accordance with the Federal Act on Public Procurement of 21 June 2019, PPA, SR 172.056.1.

It is **not** possible to appeal the award.

### **7.6 In accordance with GATT / WTO agreement or treaty (as applicable)**

No: This is a public contract under Annex 5 no. 1 let. d PPA. There is no right of appeal.

### **7.7 Evaluation and adjustment of bids**

Tenders are evaluated in accordance with Art. 38 PPA. Tenders may only be adjusted at the contracting authority's specific request. Adjustments must be undertaken in accordance with Art. 39 PPA and subject to the conditions set out therein.

### **7.8 Bidding consortia**

Bidding consortia are not permitted.

### **7.9 Subcontractors**

Subcontractors are permitted, subject to the prior approval of the awarding entity. If the tenderer engages subcontractors in order to carry out the work, the tenderer will assume overall responsibility. It must list all the subcontractors involved, together with the roles allocated to them.

Any contractual delegation by the contractor of performance of all or part of the present contract to subcontractors shall be subject to the prior written consent of the contracting authority. Subcontractors and their personnel must satisfy all conditions stipulated in the present contract and the appendices thereto. The contracting authority shall be liable solely to the contractor. In the event that the contractor delegates performance of all or part of the contract, the contractor shall bear sole liability for the acts of any subcontractors. As a general rule the tenderer is required to make the characteristic supply.

### **7.10 Multiple tenders by single tenderers, consortia and subcontractors**

Single tenderers are allowed to participate exclusively in one bid.

Subcontractors are allowed to participate in different bids.

### **7.11 Validity of bids**

180 days after the deadline for receipt of bids.

### **7.12 Languages of invitation document**

The invitation document are available in English. In case of contradictions between the versions, the English version shall prevail.

### **7.13 Language of the procedure**

The present procurement procedure is conducted in English. This means that all statements on the part of the awarding authority are made at least in this language.

### **7.14 General Terms and Conditions of Business (GTC)**

The General Conditions of Business (GTC) of the FDFA for mandates (type A and type B) – version November 2024 shall be deemed to have been accepted by the contractor on submission of the bid.

### **7.15 Conclusion of contract**

The contract is concluded subject to the prior approval of credits by the FDFA.

## **8 Further information**

### **8.1 Confidentiality**

The parties shall keep confidential any facts and information that are not generally known or in the public domain. In case of doubt, all facts and information shall be treated as strictly confidential. The parties shall take all measures, to the extent that they are commercially reasonable and practicable in technical and organisational terms, to ensure that confidential facts and information are properly protected against access by, or disclosure to, unauthorised third parties.

Any transfer of confidential information by the contracting authority within its own organisation (or within the Federal Administration), or to any third parties appointed, is not deemed to constitute a breach of the obligation of confidentiality. The foregoing also applies to tenderers to the extent that the disclosure of confidential information is required for the performance of the contract, or provisions of the contract are disclosed within the organisation.

The tenderer may not, without the contracting authority's written consent, publicise the fact that a cooperation arrangement with the contracting authority is or was in effect or cite the contracting authority as a reference.

The parties shall ensure that their employees, subcontractors, suppliers and any other third parties appointed comply with the foregoing obligations of confidentiality.

### **8.2 Integrity clause**

Tenderers undertake to take all necessary measures to avoid corruption and, in particular, agree not to offer or accept payments or other advantages.

Tenderers who breach this integrity clause are required to pay a contractual penalty to the contracting authority amounting to 10% of the value of the contract or at least CHF 3,000 for each instance of breach.

The tenderer notes that any breach of the integrity clause will generally result in cancellation of the award or early termination of the contract for good cause by the contracting authority.

The parties shall inform each other of any well-founded suspicions of corruption.

### **8.3 Property rights**

All industrial property rights which arise in the course of the performance of the mandate shall pass to the contracting authority.

## 9 Annexes

No.	Annex
Annex EC	Annex EC: Confirmation of Eligibility criteria and documents to be submitted
1a	Self-declaration form 'Proof of Compliance with the conditions of participation' of the Federal Procurement Conference FPC
1b	Self-declaration form 'pursuant to Article 29c of the Ordinance on measures in connection with the situation in Ukraine' of the State Secretariat for Economic Affairs (SECO)
2	'Tenderer Information' form
3a	General Terms and Conditions (GTC) of the Federal Department of Foreign Affairs (FDFA) for mandates (type A and B) – version November 2024
3b	General Terms and Conditions of the FDFA for local mandates – version November 2024
3c	Code of conduct for contractual partners of the FDFA
4	Budget forms Budget form type B – for legal entities, organisations and self-employed persons
5	Format to demonstrate the tenderer's understanding of the mandate
6	Form on the experience of the Tenderer
7	PSEAH Information Sheet