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QUANTIFICATION OF KEY CO-BENEFITS OF THE IMPLEMENTATION OF MEXICO'S NDC FOR THE ACHIEVEMENT OF THE SUSTAINABLE DEVELOPMENT GOALS

**Development of a sustainability architecture for the implementation
of the 2030 agenda**

VN 81226520 PN: 16.2234.9-001.00
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Proposal in brief

Project title:	Quantification of key co-benefits of the implementation of Mexico's NDC for the achievement of the Sustainable Development Goals
Client:	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
Consultant:	SD Strategies GmbH
Country/Region:	Mexico
Project timeframe:	16 July 2018 - 25 February 2019
Language of Project:	English

Contact and responsible project lead:

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Bidder's commitments

The proposal

The Bidder proposes to provide the Services described in the RFP, and **abides by the following terms and conditions:**

- General terms and conditions of contract ('Terms and Conditions') for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Bidding conditions
- Obligations for the settings of the quotation

A technical offer and financial offer are submitted in two separate documents. These documents collectively comprise the Bidder's "**Proposal**".

The Bidder agrees to enter into a contract to provide the Services in accordance with its Proposal, which incorporates by reference the general terms and conditions of contract ('Terms and Conditions') for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), and the Standard Official Contracting Rules for Services, Part B (VOL/B).

The Bidder agrees that GIZ may accept or decline the Bidder's Proposal at its discretion. No commitment or contract exists until a contract is executed by both parties. The Bidder agrees that participation in any stage of the RFP process is at the Bidder's sole risk and cost.

General Assumptions

Both the technical proposal submitted here as well as the corresponding financial offer provided separately are based on the assumption that **a local partner organisation will be hired to support the project team presented here**, as outlined by the ToRs. This local organisation will be contracted by GIZ directly. It is not subject to the financial proposal presented by the bidder.

We do not discuss the local partner institution's role and responsibility in detail but anticipate that an appropriate level of effort will be assigned to it to fully support the team proposed here, including on data collection and processing. This contribution will be required for successful project implementation. We assume that the local research partners will have appropriate level of methodological capacities to perform the work.

We anticipate that a large part of **required data for the assessment of selected co-benefits will be available** (sufficiently up to date and disaggregated to a required level) from the resources of the National Institute of Statistics and Geography (INEGI) and other publicly accessible sources or provided by the project partners. Where this is not the case, we anticipate that it will be acceptable to use indicative data from comparable international sources (e.g. most commonly used quantifiers for assessing direct job creation in the renewable energy industries).

Statement of Integrity

SD Strategies is familiar with and undertakes to observe GIZ's values and integrity system. With the submission of this offer, SD Strategies explicitly accepts the contents and the principles of the *Declaration of Integrity by GIZ GmbH and the contractor supplying services and work on behalf of GIZ GmbH*, Version: 02/2018 (enclosed in the Annex). If the said contents and principles of the *Declaration of Integrity* are violated by SD Strategies, it is understood that GIZ has the right to exclude the bid.

Conflict of Interest

At the time of submitting a proposal, the Bidder emphasizes that there is no conflict of interest (real or perceived) unless specifically and clearly identified in their proposal with a recommended plan to manage the conflict of interest. The Bidder agrees to notify the GIZ immediately if an actual or potential conflict of interest arises.

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1 | EXPERTISE OF THE BIDDER

1.1 OUR ORGANISATION

SD Strategies is a **policy and communications consultancy focused on issues at the intersection of economic and social development, energy, and the environment**. Headquartered in Berlin, Germany, SD Strategies often works as a collaborative work-desk partnering with leading individuals and institutions from all over the world. Our partners and clients are governments, international organisations, civil society actors and representatives of the private sector. Still in its first year, SD Strategies was named Best Energy & Economic Development Consultancy and received the 2018 Clean Energy Award from Global Energy Review.

At SD Strategies, we believe that smart and successful decision-making on the most pressing 21st century challenges needs to address all dimensions of sustainability: Social development, economics, and the environment. **Modern problems and crises open the door for new opportunities**: challenges and solutions have impacts on every geographic level from the local to the global; they affect multiple economic sectors and players, and ultimately, all groups and individuals. Climate-compatible development includes lowering emissions and adapting to more extreme weather patterns. Energy solutions need to be affordable, reliable, and sustainable.

We are convinced that to be effective, strategies on the most complex matters must have clear, convincing, ambitious and achievable goals. **Progress must be measurable, reportable and verifiable**. Solutions must simultaneously improve people's lives, protect our habitats, and preserve and restore our ecosystems. We implement projects large and small, but we always strive to find comprehensive solutions that really work. The assessment of technological potentials and challenges; the analysis of the social, economic and environmental impacts of alternate pathways; the investigation of financing and investment risks and enablers; as well as in-depth experience in the design of concrete policies and institutional effectiveness – all these are important building blocks that need to be integrated into one comprehensive approach to create successful sustainable-development strategies.

Ultimately, smart growth and climate-compatible development strategies need not just to be based on sound analyses, they need to be politically feasible and find wide-ranging support across a broad spectrum of stakeholders and societal groups. Therefore, **SD Strategies has developed effective tools and resources to build human capacities**, from expert trainings to executive briefing to public campaigns. *Further information on our company's mandate and achievements can be found at www.sd-strategies.com.*

1.2 OUR STRENGTHS FOR THIS ASSIGNMENT

SD Strategies was founded to analyse, design and communicate policies and measures that produce social, economic and environmental benefits while addressing the mitigation and adaptation challenges posed by climate change. We have successfully worked with a broad range of stakeholders in several countries and world regions to strengthen their commitment to climate-compatible development through **outlining and assessing – both quantitatively and qualitatively – alternative development pathways**, considering a wide variety of social and economic indicators.

Recent projects led or co-led by SD Strategies include the creation of a rural electrification project pipeline for KfW, with an assessment of cost-benefits of specific financial cooperation projects; policy papers for the European Union that assess the development benefits and job creation potentials of renewable energy, as well as analyse the status quo and suggested next steps in the implementation of the SDGs; the design of a methodology and the definition of indicators for what would constitute a “just” energy transition, as well as the adaptation of the resulting index to two country cases (FES/Brot für die Welt); an extensive empowering women training program; and in Sierra Leone and Liberia, SD Strategies has reviewed national efforts to harmonise NDCs with sectoral development plans.

SD Strategies heads the secretariat of the Low Emissions Development Strategies Global Partnership’s Energy Working Group. Through this initiative, we have helped facilitate the Latin America regional platform meeting in October 2017 in Mexico City, and are leading a Community of Practice with 14 countries from across Latin America (including Mexico) to advance the sustainable use of biomass. SD Strategies is **also a leading contributor to the LEDS GP’s Benefits Working Group** (formerly: Development Impacts’ Assessment WG) which aims to integrate sustainable development strategies and low emission pathways. In 2018, SD Strategies will publish the 3rd edition of the LEDS GP Energy Toolkit which assembles world-leading quantitative methods to design energy futures that are reliable, affordable and sustainable.

SD Strategies was founded by Alexander Ochs, an internationally renowned expert and policy advisor with more than 20 years of experience in the areas of climate, energy, and sustainable development. Alexander will lead the team assigned to this project. Alexander has an extensive track record of successfully implementing a vast range of **sustainable development projects in the areas of climate change, energy, industry and agriculture** – also specifically in the Central American region. He will be assisted by Dean Gioutsos, an experienced analyst with strong quantitative skills and the Project Manager of the Latin America Bioelectricity Community of Practice.

This core team is strengthened by two senior associated consultants of SD Strategies. Sebastian Helgenberger is **one of the world’s leading experts on the analysis of climate policy co-benefits**. Sebastian will advise on several aspects of the project, most importantly the rationale for: the selection of co-benefits; the design and application of co-benefit quantification methods; and the mandate to make the results of our work most accessible and valuable for Mexican decision-makers including the Office of the Presidency (OPR) and Mexican Ministry for the Environment and Natural Resources (SEMARNAT), but also stakeholders from sectors who are traditionally not as engaged in climate action. Ana Maria Majano is a climate **adaptation expert** with extensive knowledge of Mexico’s sustainable development policies. Ana Maria will ensure our

work adequately reflects on Mexico's climate vulnerability and help us assess the impact of policies directed at decreasing it.

The international consultants will be supported by a local institution tasked with supporting the process to design the benefits and policy assessments' quantification methodology, collecting and processing data, and interviewing key stakeholders, among other possible assignments. Because of our **proven command of the subject issue and our long experience working in the region** as well as our extensive professional networks, our team is in an outstanding position to both help identify suitable candidates for this role and coordinate the work of the selected institution. *Please also refer to Section 4 for further information on the qualifications of SD Strategies' team for this assignment.*

2 ANALYSIS OF THE ToR

2.1 BACKGROUND

2015 marked a year of historic achievement in international diplomacy: First, the United Nations unanimously adopted the Agenda 2030 which sets out the principles and priorities of the international community through 17 **Sustainable Development Goals** (SDGs) which shall be achieved no later than by the year 2030. Second, the 21st Conference of the Parties (COP-21) of the United Nations Framework Convention on Climate Change (UNFCCC) adopted the **Paris Agreement**, highlighting the international community's determination to limit global temperature rise to a maximum of 1.5 - 2°C, and to effectively address the impacts of climate change through national and international adaptation measures.

Both milestone agreements, the **Agenda 2030 and the Paris Agreement are profoundly interconnected**: Accomplishment of the Agenda 2030 can result in multiple positive synergies for the creation of a low-emissions, climate-resilient future. Vice versa, climate change holds the potential to halt or even undo progress in global development, if ambitious mitigation and adaptation measures are not undertaken as early as possible. What is more, smart climate mitigation and adaptation policies and measures can strongly advance other governmental priorities and societal co-benefits, and the SDGs, whereas ill-designed ones can harm social and economic development. Although efforts are taking place to conceptualise these interconnections at the global level, the greatest potential to ensure coherence between these two agendas lies within national implementation processes.

Mexico has been an active player in the negotiation of both the 2030 Agenda and the Paris Agreement, and **an early mover in the national implementation** of both frameworks. The country adopted the Agenda 2030 as a State commitment, which was reaffirmed by the fact that responsibility for its implementation was assigned to the Office of the Presidency. In 2018, the National Strategy for the Implementation of the Agenda 2030 will be finalised. By ratifying the Paris Agreement in September 2016, Mexico formalised its commitment to comply with a number of adaptation and mitigation measures, condensed in its **National Determined Contribution** (NDC).

The NDC was a key element of, and driving force behind Mexico's mid-century climate strategy, which in turn consolidated and aligned a broad range of policies and strategies including Mexico's General Climate Change Law (GLCC), National Strategy of Climate Change Vision 10-20-40, Special Program on Climate Change 2014-2018, and PECC 2014-2018. The country is promptly working on the development of an NDC implementation plan. The Mexican Government was also one of the first to establish a mechanism to integrate the two implementation processes, with the OPR, SEMARNAT and the National Institute for Ecology and Climate Change (INECC) agreeing on a roadmap to coordinate their activities.

With a clear understanding of the importance of the overlaps between the 2030 Agenda and Paris Agreement - and the potential synergies accessible through coordination of national strategies for them - the Mexican Government together with OPR, SEMARNAT, INECC and GIZ, commissioned a **study on the co-benefits of implementation of Mexico's NDC for the achievement of the SDGs**. The study identified a set of economic, social and environmental co-benefits that could be harvested across multiple sectors of their country via the effective integration of the two agendas. The analysis built a solid case for the coherence of climate policies with the 2030 Agenda. To further strengthen the case for this integration, there is a need to verify the magnitude and significance of these co-benefits through their **quantification**, which will be the key focus of this project.

2.2 INTERPRETATION OF THE ASSIGNMENT

2.2.1 Interpretation of aim and objectives

The pursuit of limiting global temperature rise to less than 2°C is imperative to the sustainability of our environment, development and livelihoods. The fundamental sustainability of all elements of life on earth also forms the foundation of the UN's SDGs. The global community has an urgent and crucial responsibility to unite, garner support, and implement actions to ensure the achievement of both related ambitions. This responsibility is largely shouldered by national governments and imparted through their national agendas, plans and policies. This project embarks on another step forward in this important pursuit.

The strategic goals of the assignment are to:

- Build inter-sectoral support for effective and ambitious implementation of the SDGs and the NDC by identifying how these policy processes can support government priorities.
- Contribute to an opportunity-oriented domestic narrative of climate change mitigation and the 2030 Agenda on Sustainable Development in Mexico.
- Synergistically activate the climate and development agenda for Mexico and inspire cross-ministerial policy implementation and action.
- Inform and support the incoming government in Mexico to leverage the social and economic co-benefits of the implementation of Mexico's NDC for the achievement of the SDGs.
- Enable the involvement and **strengthen the engagement of all Mexican Government Secretariats** in the implementation of Mexico's NDC, through support to the communication and dissemination of key messages highlighting the NDC's contribution to the implementation of the Agenda 2030.

To achieve this, the project objectives are to:

- Quantify a selection of six key co-benefits through the determination of appropriate methodologies and the data requirements for their measurement and calculation.
- Identify the degree to which the selected co-benefits contribute towards the achievement of Mexico's SDG priorities.
- Determine means for realising and enhancing the full potential of inducing these co-benefits through Mexico's NDC implementation measures.

2.2.2 Scope of work

In addition to our interpretation of the objectives of the assignment, we hold the following assumptions regarding the scope of work in this project:

We understand that the findings of the study will be used to support the Government's communication and dissemination purposes. While no specific communication-related deliverables are requested, we will ensure that the final outputs of the project are designed with a view of facilitating the Government's outreach activities.

We also understand that we are not expected to collect new data ourselves, and that this will be the primary responsibility of the local/national institution contracted by GIZ. Furthermore, we assume that we are not expected to undertake econometric analysis or make use of highly complex modelling software.

2.2.3 Target group

The **OPR, SEMARNAT and INECC are considered core addressees** of the work undertaken in this project. We are grateful to the **BMZ** to make this important project possible and consider **GIZ** a main partner in its implementation, well beyond providing the financial resources and co-benefiting from its results in its further technical cooperation with Mexico. It is important to emphasise that the study will be prepared over the backdrop of **several significant national and international events** in 2018 and 2019, including: presidential elections in Mexico; the United Nations' SDG progress review; and the ongoing facilitative dialogue on updated NDCs which are due for registration with the UNFCCC nine to twelve months prior to 26th Conference of the Parties to the UNFCCC (CoP-26) – the 3rd meeting of the Parties to the Paris Agreement (CMA-3) in 2020.

To make use of the **window of opportunity opened by the inauguration of a new Mexican government** is a special motivation for the project team. We hope this project will help enable Mexico's new leadership to continue the country's legacy as an ambitious climate and sustainable development leader. It will thus be important to put such benefits at the centre of analysis that closely correspond to the new government's priorities and to produce analytic and communication material that is highly accessible and useable as feed-in for discourse and decision-making.

It is considered a **key mandate of the initiative to enable knowledge-gathering and decision-making in sectors traditionally not intensely engaged in climate change**. This concerns both

the general planning (SE, SEDESOL, SEGOP, SHCP, SRE, STPS) as well as the line ministries (SENER, SAGARPA, SALUD, SECTUR, SEDATU) that will be indispensable for cross-sectoral implementation of an economic, social, and environmental transition to climate-compatible development. Beyond high-level political buy-in, we hope that key stakeholders from all main economic sectors can benefit from the study and resulting communications material. Only broad consensus and a clear majority will enable the Government of Mexico to further advance its ambitious climate and development policies.

Publication and **broader dissemination of the study and relating communications material** will be subject to approval from GIZ and the Government of Mexico. If permission is granted, the study and resulting communication material could help to further the international dialogue about climate-compatible achievement of development priorities, including national benefits and the internationally supported agenda of SDGs. GIZ, SD Strategies and its local and international partners including ICI, the NDC Partnership, and the LEDS GP can be important channels to ensure that the findings have an impact beyond the inner circles of Mexican policy-making.

The Mexican Government was one of the first to establish a mechanism to integrate the NDC and SDG implementation processes. **This study intends to help the new Mexican government to set an example that other countries in the region and beyond can follow.**

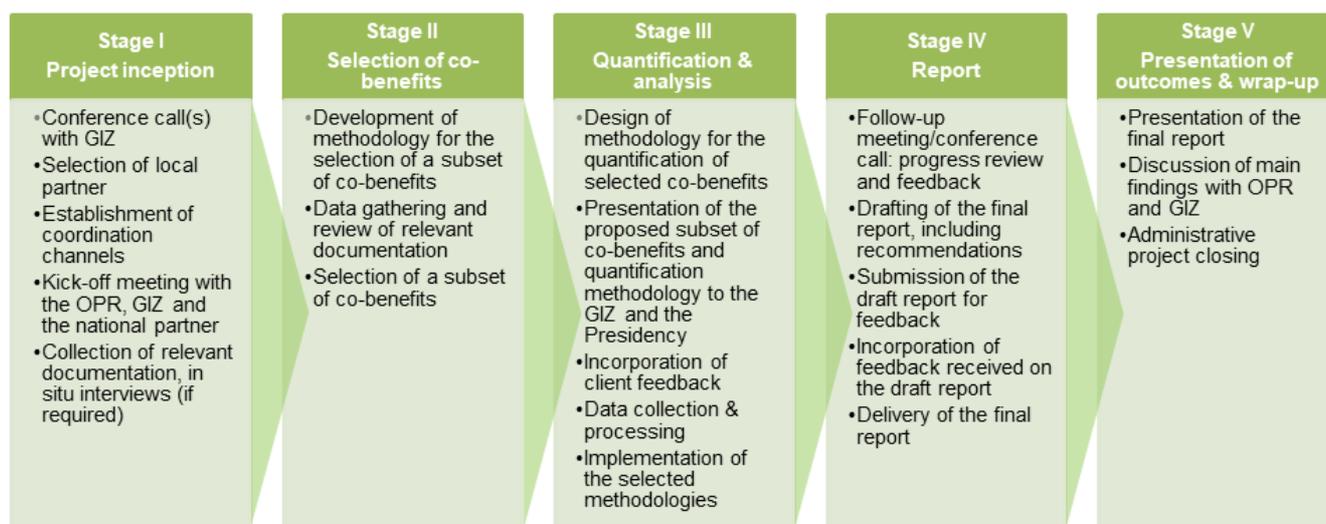
3 | CONCEPT AND WORK PLAN

3.1 A STAGED APPROACH TO PROJECT IMPLEMENTATION

Based on the deliverables and actions envisaged in the ToR – and building upon GIZ’s workstream including the study on the co-benefits Mexico’s NDC implementation for the achievement of the SDGs – we propose that the implementation of this project will be pursued in **five distinct stages**, as described in Figure 1 below. The **first stage** will lay the ground work for a successful project delivery. It will focus on establishing a good working relationship and **effective coordination channels** between all parties, as well as ensuring a mutual understanding of the assignment, clarifying any questions and/or incorporating any changes as communicated by GIZ and the Presidency. In that, **ensuring political ownership** of the project and its results – crucial to laying the ground for sustainable impact – will be a core aspect of the inception stage.

During the **second stage** the international team, with advice from the local partner, will design clear and transparent criteria and methodology for the review of the co-benefits identified in GIZ study with a view of selecting a sub-section of six co-benefits. We envisage that the design of the multidimensional criteria will be closely **informed by the most recent developments in Mexico’s implementation of the Agenda 2030 and the priorities of the new Presidency**. The process will also be designed with a view of enabling successful quantification in the following stage of the project. The methodology will then be used to select a sub-section of six co-benefits to be further analysed and quantified.

Figure 1. Visualisation of the staged approach to project implementation



In the **third stage**, the work will proceed with the design of methodologies for the quantification of the selected co-benefits. The approach will build on **international best practice in designing evaluation mechanisms** for the implementation of national climate actions, which allow to

account for the multi-dimensional benefits in line with the SDG Agenda, thus increasing political relevance of the evaluation. Working closely with the local partner institution, the team will review data sources available, which will play an important role in the selection of the most appropriate quantification methodologies. Specific methodological capacities of the local research partners will also be taken into consideration. This will be important to ensure the sustainability of the project, in view of possible follow-up evaluation activities in Mexico. The planning of stage three (outlined in further detail in the work plan under Section 3.2) allows sufficient time for review and consultation on the proposed selection of co-benefits and the methodologies for their quantification. Having incorporated the feedback and established a mutual agreement on the way forward, the team, supported by the local institution, will embark on the required data collection, processing and analysis.

The outcomes of the quantification and analysis conducted in stage three will inform the drafting of the project report during the **fourth stage** of the project. The report will outline the quantitative data produced assessing the impact of Mexico's NDC implementation along the selected social, economic and environmental benefits, in line with the SDG Agenda. The information will be presented in a format that can be used as an easy-to-use tool to support the Government's dissemination and communication activities. In this regard, the presentation of the outcomes of the quantitative analysis will be supported by a narrative description highlighting the importance of the each of the selected co-benefits for the implementation of Mexico's *National Strategy for the Implementation of the 2030 Agenda*. A key part of the analysis, based on the data produced through the quantification exercise, will focus on the identification of the **'champion' policy measures** – those that are expected to deliver the most extensive co-benefits. Considering that policy making is constantly striving to deliver most benefits with limited resources and thus often requires trade-offs between different policy options, our analysis will facilitate an informed decision making, leading to the creation of **the right 'policy mix'** delivering multi-dimensional benefits to the Mexican society. Recommendations will also address the more structural and methodological prerequisites for an **'SDG-smart' climate policy design**, which will ensure that the NDC implementation does deliver the anticipated co-benefits. The **final – fifth – stage** of the project will focus on the presentation of the project outcomes and supporting a discussion on the way forward.

3.2 DETAILED DESCRIPTION OF PROJECT STAGES

The detailed objectives, methodologies and outputs of each stage are outlined below:

Stage I – Inception

Objectives

- Ensure an efficient initiation of the assignment.
- Build a strong working partnership with the local institution.
- Ensure mutual understanding with the OPR, GIZ and the local partner organisation of the ToR and proposal, as well as building political ownership.
- Establish an effective coordination mechanism between all parties.
- Collect key relevant documentation.

Implementation & methodology

- Mobilisation of the team.
- Conference call between the project implementer and GIZ/OPR:
 - exchanging information, ensuring a mutual understanding, and allowing the team to fine-tune the approach and confirm the timing of the activities.
 - gathering contacts and establishing a coordination mechanism between all parties.
- Provision of advice to the clients on the selection of the local partner institution. Based on our understanding of the local context, we would like to suggest both Centro Mario Molina and ITAM (Instituto Tecnológico Autónomo de México) are considered for the position of the local research partner. We would like to draw GIZ's attention to the fact ITAM has recently built up a team with good socio-economic assessment skills, which significantly strengthens its candidature in relation to this particular assignment. Centro Mario Molina is a well-established research institution focusing on multi-disciplinary research focusing on climate and energy issues. However, it is our understanding that the Centre's human resource capacities in the field of socio-economic analysis have been somewhat in decline. We expect that the selection of the most appropriate research partner will be further discussed during the inception stage.
- Once the selection and contracting are completed by GIZ, establishing a working relationship with the partner organisation.
- In-country kick-off meeting with GIZ, OPR and the national partner – discussion on the outcomes of the co-benefits' study, new Government's priorities and preliminary approach to the selection of the sub-section of co-benefits.
- Identification and collection of key relevant documentation from the key stakeholders and other sources.

Outputs

- Finalised of work plans and deliverables;
- Established partnership with the local institution;
- Collection of key documents / reports.

Stage II – Selection of co-benefits

Objectives

- Design a methodology for the selection of a sub-section of co-benefits;
- Select a sub-section of co-benefits, reviewed by the client and agreed by all parties to be quantified in the next stage of the project.

Implementation & methodology

- A detailed review of the documentation collected in Stage I will be performed. This documentation will include, among others, Mexico's mid-century climate strategy, General Climate Change Law (GLCC), National Strategy of Climate Change Vision 10-20-40, Special Program on Climate Change 2014-2018 and PECC 2014-2018.
- Definition and justification of the criteria and design of methodology for the 'screening' of the twenty-five co-benefits identified in the study commissioned by GIZ, with the view of selecting six co-benefits to be quantified. The criteria will adhere to the requirement that at least one co-benefit is selected from each of the three categories (social, environmental and economic), and at least one co-benefit in the selected sub-section is deriving from the implementation of an adaptation policy. In designing the methodology, the international team may consult the local institution and/or broader stakeholders.
- Implementation of the analysis based on the designed methodology.
- Identification of six key co-benefits to quantify, including the narrative justification of the proposed selection.
- Time allowed for client feedback.
- Incorporation of feedback and finalisation of the co-benefit selection.

Output

- A subset of six co-benefits, reviewed by the client and agreed by all parties.

Stage III – Quantification and analysis

Objectives

- Design the methodologies for the quantification of the selected co-benefits.
- Establish an agreement between the project implementers and GIZ and OPR on the selection of a sub-section of co-benefits and their quantification methodologies.
- Collect and process required quantitative data, complemented by qualitative data (if/when required).

Implementation & methodology

- Review of the selected co-benefits through the lens of a range of quantification methods; analysis of data requirements and working with the local partner in identifying availability and reliability of data, reviewing existing monitoring and evaluation mechanisms for Mexico's climate policies and the SDG agenda; selecting/designing appropriate indicators to be used in the assessment.

- Drafting of the methodologies for the quantification of the selected co-benefits, including data requirements, any stakeholders to be consulted (if required) and a timeline for the delivery of the final results.
- In our assessment of the relevant climate policies and NDC implementation measures, any negative impacts associated with these will also be considered.
- Submission the proposed sub-section of co-benefits (including a narrative rationale for the selection) and their quantification methodologies for the review of GIZ and the Presidency.
- Incorporation of comments and suggestions received; provision of any clarifications (if required).
- Guiding the local partner institution in the collection and processing of the required data, ensuring quality control throughout the process.
- Implementation of the selected methodologies and analysis of results with a focus of drawing out key messages highlighting the close alignment of the climate and SDG agendas.

Output

- Methodologies for the quantification of selected co-benefits.

Stage IV – Report

Objectives

- Produce the final report containing project findings and recommendations.

Implementation & methodology

- A virtual progress meeting with GIZ and OPR: presentation and discussion on preliminary findings and the way forward.
- Drafting of the final report. The report will:
 - outline the methodologies and sources used in the analysis;
 - present all data produced, quantifying the extent of the delivery of co-benefits through the implementation of the NDC.

- provide a brief narrative analysis of the importance of each of the six co-benefits for the implementation of particular mitigation or adaptation policies, as well as for the achievement of specific SDGs and SDG targets in line with Mexico’s priorities in regard to the Agenda 2030. The narrative analysis will be supported by infographics highlighting the key findings from the co-benefit quantification exercise.
 - include an analysis of different policy options’ potential in delivering the co-benefits. Based on the findings of the quantification exercise, the report will identify ‘champion’ policy measures and offer advice on the design of an ‘SDG-smart’ policy package delivering multi-dimensional benefits to the Mexican society. We will consider applying a scenario approach, which highlights how different ambition levels applied in setting the targets for the identified ‘champion’ measures can increase the co-benefits.
 - We will consider applying a scenario approach
 - include broader recommendations on how to ensure that the implementation of the NDC does indeed deliver the anticipated co-benefits – comments on the key prerequisites (approach to designing ‘SDG-smart’ indicators for monitoring the climate policy implementation), structural aspects to consider (e.g. disaggregated data), the use of a multidimensional framework in policy design, etc.
 - be presented in a communications’-savvy format, including a summary of key findings, visualisation of key data and links between the climate and sustainable development agendas, etc.
- Follow-up meeting/conference call: progress review and feedback.
 - Finalisation of the project report: incorporation of feedback, provision of clarifications as required.
- Output**
- Final project report outlining key findings and recommendations.

Box 1. Preliminary index of the final report

- Executive summary & key recommendations
- Key numbers (*an infographic including the main findings of the quantification analysis*)
- Introduction
 - Overview of the broader project
 - Objectives of this study
- Background: aligning climate action and the Sustainable Development Goals
- Overview of the findings of the co-benefits’ study
- Co-benefits: selection and prioritisation
- Measuring benefits: overview of assessment and measurement framework
- Monitoring performance over time
- Guiding principles for ‘SDG-smart’ climate policy planning
- The way forward

Annex 1. A detailed overview of assessment methodology and data sources

Annex 2. A detailed presentation of data produced

Objectives

- Present the project outcomes and final report to GIZ/OPR.
- Facilitate a discussion on the way forward.
- Wrap-up and officially close the project.

Implementation & methodology

- Design of presentation slides highlighting containing key data and easy-to-use messages that could be used for communication purposes.
- Present the project outcomes and final report to GIZ/OPR.
- Facilitate a discussion among the key stakeholders on the use of the project outputs for dissemination and communication purposes and a broader conversation on the way forward towards a successful alignment of the implementation efforts of the climate and SDG agendas in Mexico.

Output

- Presentation of the final report to GIZ/OPR.
- Presentation slides highlighting key project messages.

3.3. PRELIMINARY APPROACH TO THE SELECTION OF CO-BENEFITS

During the second stage of the project the team will design the methodology for the selection of a sub-section of six co-benefits (as outlined in section 3.2). The **team’s approach will be informed by discussions with GIZ and the Presidency** during the inception phase.

In **Figure 2 we outline our envisaged approach to be used in the selection**, with a view that it will be fully developed during project implementation.

We propose to develop a ‘traffic light’-style methodology which would facilitate a clear and transparent assessment through benchmarking of the twenty-five co-benefits based on their performance against a key set of criteria. The horizontal axis of Figure 2, outlines the preliminary indicators that could be used in the benchmarking (see detailed descriptions of the suggested indicators in the Table 1 below).

Figure 2. Proposed criteria and benchmarking grid for the selection of co-benefits

LIST OF 25 CO-BENEFITS	Prominence of co-benefits with NDC measures	Prominence of co-benefits with SDG's	Mexico's SDG priorities	Quantification potential	Data availability
Social co-benefit A	Red circle	Green circle	Yellow circle	Yellow circle	Green circle
Social co-benefit B	Green circle	Yellow circle	Green circle	Green circle	Yellow circle
Social co-benefit C	Green circle	Yellow circle	Green circle	Red circle	Green circle

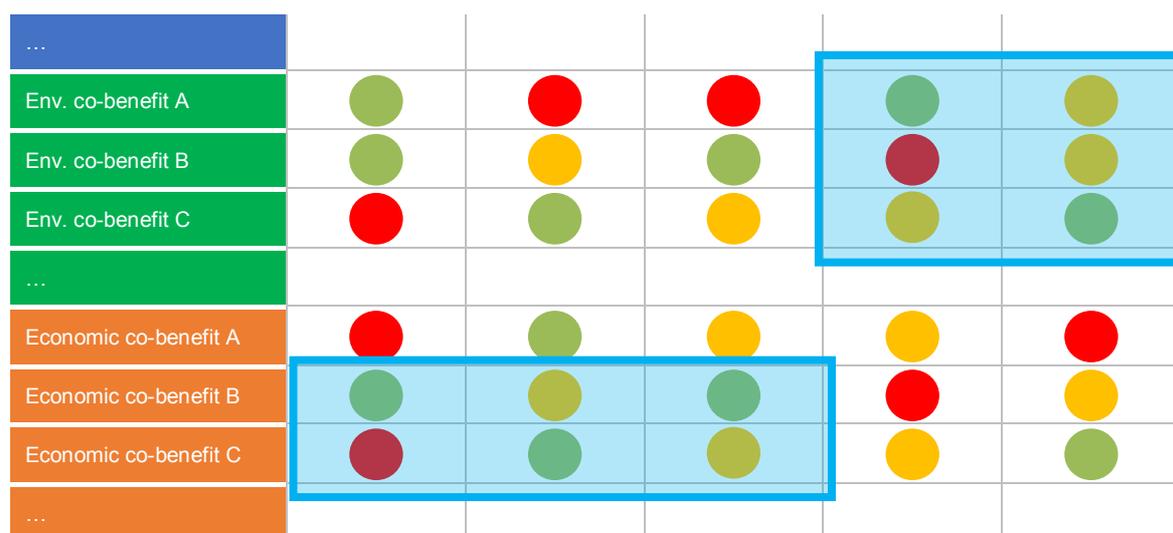


Table 1. Description of preliminary benchmarking indicators

Indicator	Description
Prominence of co-benefits with NDC measures	The number of links identified in the co-benefits study
Prominence of co-benefits with SDG's	The number of links identified in the co-benefits study
Mexico's SDG priorities	Key policy priorities identified through the national consultation process for the implementation of the Agenda 2030 and related key documents
Quantification potential	With a broad outlook towards the quantification process, assess how easily the co-benefits lend themselves to the application of some of the key methodologies)
Data availability	Availability of up to date, high quality, disaggregated data

The twenty-five co-benefits would be evaluated against the selected criteria using a three-level approach. As the next step, an additional layer of analysis would be added, indicating a good level of alignment with the priorities of the new Presidency (highlighted in blue in the preliminary assessment grid).

Each co-benefit would be benchmarked against all others, as well as within their categories (social, economic, environmental) and with a view of their link to mitigation and/or adaptation actions (or both). Adhering to the ToR, the final selection of the six co-benefits would include at least one co-benefit is selected from each of the three categories and at least one co-benefit in the selected sub-section is deriving from the implementation of an adaptation policy.

3.4 COMMUNICATION WITH GIZ / OPR

Following the initial conference call, the project implementer will establish coordination channels with GIZ / OPR and **maintain regular communication throughout the project lifespan**, in particular in regard to the following deliverables:

- Review of the proposed selection of a sub-section of co-benefits and their quantification methodologies
- Progress review following the implementation of the quantification exercise
- Review of the draft final report

Understanding that 2018 is an important year for Mexico in the implementation of the Agenda 2030, with the next High Level Political Forum review taking place in July for which Mexico has submitted its second Voluntary National Review, the project team will be following any subsequent developments and ensure that the project outcomes are fully in line and **support these high level political processes**.

3.5 KNOWLEDGE AND INFORMATION MANAGEMENT

All deliverables produced over the course of this contract will be considered **intellectual property of GIZ** (with proper acknowledgement of the international consultants and the local partner organisation). No information will be disclosed without prior consent from GIZ.

The international consultant team will be responsible for designing the appropriate templates and systems to ensure a unified and efficient approach to knowledge management among the project implementers. This will safeguard all project information, data collected, methodologies used, and lessons learned, in the possession of GIZ, the OPR, and broader Government stakeholders, allowing this knowledge to be transferred and built upon for continuity of the project.

3.6 MONITORING AND EVALUATION

Several mechanisms for review and evaluation are built-in to the ToR. These include an ongoing communication dialogue between all parties for the selection of co-benefits and appropriate quantification methodologies, as well as multiple planned feedback sessions from GIZ and the Presidency and a mid-project progress review. The built-in mechanisms will allow the international consultant team to take stock of progress against the planned work schedule. On top of this, the project implementers **internally review and benchmark all work and services** delivered to their clients and strive to achieve the highest possible quality standards. As such, internal reviews will be conducted at multiple stages throughout the project, the results of which will feed back into future work to ensure effective optimisation of all related work streams.

The Project Director holds ultimate responsibility for control and quality assurance of all services and deliverables under the assignment, as well as the coordination of the input from the associated consultants and the local research partners. This includes cross-checking and editing of all relevant documents before submission.

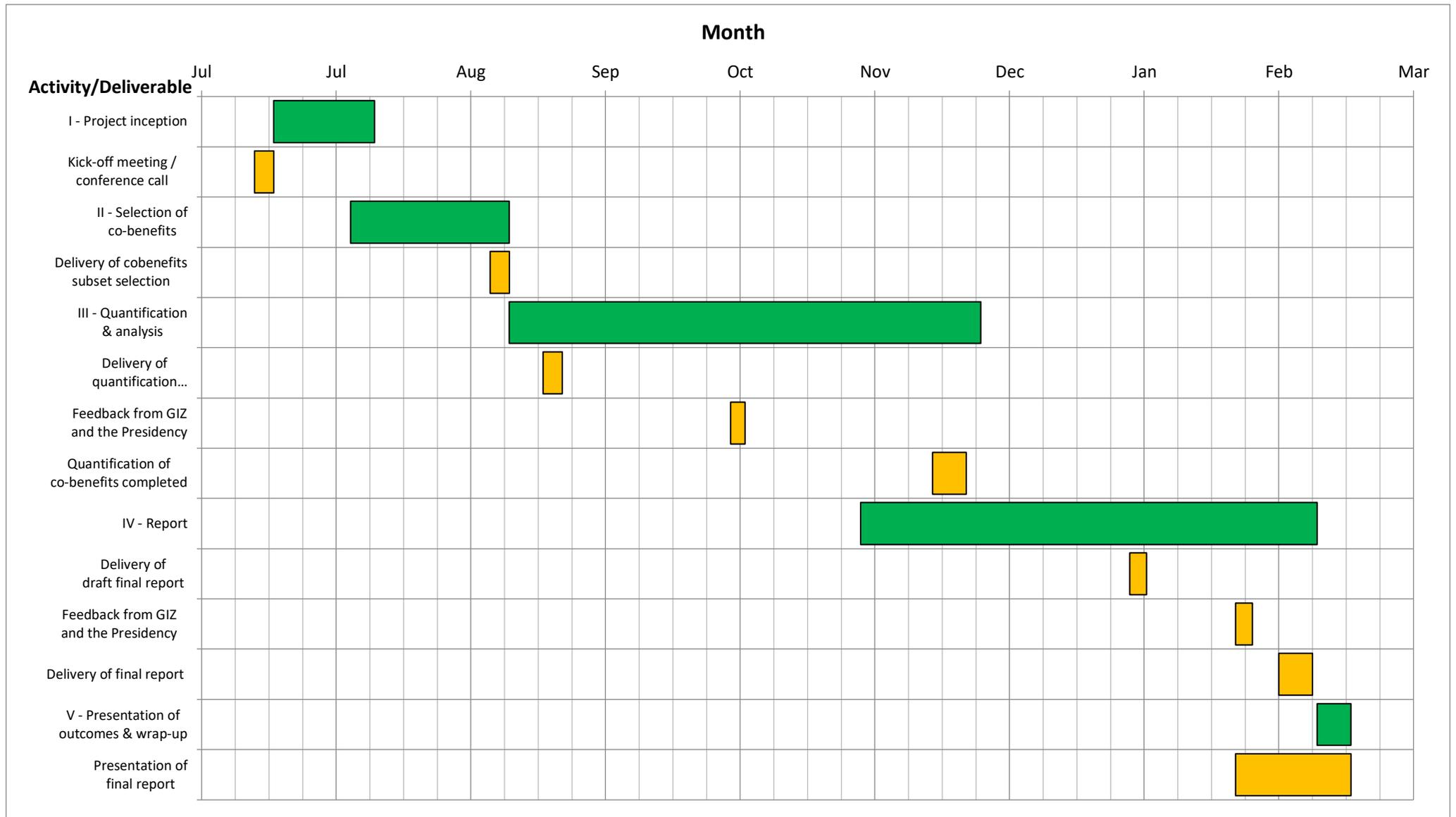
3.7 WORK SCHEDULE AND TIME SCHEDULE

The project implementer intends to adopt the schedule of activities and deliverable dates proposed below, as suggested in the ToR. The schedule of work is also shown in Figure 3, providing the allocation of time towards the proposed stages of work and key deliverable dates. The allocation of work responsibilities and time among the selected staff is outlined ahead in Sections 4.2 and 4.3 respectively.

Table 2. Proposed project activities and deliverables dates

Activity	Deadline
Beginning of contract	16/07/2018
Kick-off meeting / conference call	16/07/2018
Selection and contracting of local institution	06/08/2018
Delivery of co-benefits subset selection	03/09/2018
Delivery of quantification methodologies	01/10/2018
Feedback from GIZ and the Presidency	19/10/2018
Implementation of selected methodologies, including data collection and processing, interviews, etc.	07/12/2018
Progress review & feedback meeting/conference call	10/12/2018
Delivery of draft final report	14/01/2019
Feedback from GIZ and the Presidency	04/02/2019
Delivery of final report	18/02/2019
Presentation of final report	25/02/2019
End of contract	25/02/2019

Figure 3. Proposed work schedule and deliverables



4 PROJECT STAFF & RESPONSIBILITIES

4.1 KEY STAFF PROFILES

Alexander Ochs, Senior Expert & Project Director

Alexander Ochs is the founder and managing director of SD Strategies. He has been advising top government officials and private sector representatives from around the world for more than 20 years. Currently, Alexander also serves as Chair of the LEDS GP Energy Working Group, President of the Forum for Atlantic Climate and Energy Talks, Adviser to the International Climate Initiative, and Senior Expert for the Clean Energy Solution Center. He is also a senior fellow at the Worldwatch Institute and Johns Hopkins University and serves on George Washington University's Board of Advisors and multiple international committees.

From 2009 to 2017, Alexander was Director of Climate and Energy at the Worldwatch Institute in Washington DC where he developed a Sustainable Energy Roadmaps methodology that has been successfully applied to more than a dozen countries worldwide, most of them located in Latin America and the Caribbean. He has also designed and continues to implement the LEDS GP Communities of Practice approach now being used across Africa, Asia, and Latin America on a wide range of sustainable development issues. Much of his and his team's current work focuses on strategies for designing, implementing and communicating SDG, climate mitigation and sustainable energy strategies.

Alexander researched and taught at Princeton University, CUNY, CIEEE, CCAP, and SWP as well as George Washington, Humboldt and Freie Universities. He studied at the Universities of Cologne and Munich where he graduated with an M.A. in political science, philosophy and literature. Alexander received the Sustainable Future Award of the Austrian Academic Forum for Foreign Affairs, served on a High-level Commission evaluating the French national research system and appointed Senior Advisor to UNEP's One Gigaton Coalition.

Alexander has extensively worked on different methods for cost-benefit and development impacts analyses. He is a member of the LEDS GP Benefits Working Group which seeks to highlight the social, economic and environmental development impacts linked to low emission pathways. He is the lead editor of the LEDS GP Energy Toolkit, a collection of leading instruments and methodologies for climate-compatible energy planning. He has published extensively on sustainable development, including several articles about how the UNFCCC negotiations need to finally reflect an ongoing paradigm shift from the risk of curtailing development toward the benefits of green growth. He is also the co-editor of two books on the theme, Communicating Sustainability, and Sustainable Policies. His work on Mexico and Latin America spans almost two decades.

Dr Sebastian Helgenberger, Senior Expert – Co-Benefits Science & Policy

Sebastian Helgenberger is an associated expert of SD Strategies. In his primary job, he leads the global COBENEFITS project at IASS Potsdam which is supported by Germany's International

Climate Initiative (IKI). He and his team support partner countries in assessing the domestic co-benefits of ambitious and early climate action and seizing these opportunities in enabling political environments. Currently ten assessment studies of ambitious climate policies on employment effects, air quality benefits, local value creation and reliable energy access are being conducted, including in India, Turkey, Vietnam and South Africa.

Building on experiences with Germany's Energiewende and the Sustainable Development Agenda, Sebastian and his team in their research activities and international science-policy dialogues in the context of the Paris Climate Agreement and the 2030 Agenda on Sustainable Development (SDGs) are putting emphasis on the social and economic benefits of renewable energies as drivers of ambitious and early climate action, accelerated transitions towards sustainable energy for all

Sebastian graduated in Environmental Sciences at Leuphana University Lüneburg and conducted his master thesis at ETH Zurich on knowledge co-creation among science and society in sustainability transformations. He also holds a PhD in socio-economics, acquired from BOKU University Vienna for his work on the relevance of global warming on investment decisions in small and medium enterprises (SME). Throughout his career Sebastian Helgenberger has been committed to activating and advancing the science-policy interface to spark transformative change towards sustainability.

Dr Ana Maria Majano, Senior Expert – Adaptation and Sustainable Development

Ana Maria Majano is an associated expert of SD Strategies and an often works as an independent consultant to a broad range of stakeholders. She specialises in climate change, energy and sustainable development issues. Since 2013, she has dedicated part of her time to coordinate the Secretariat of the Regional Platform for Latin America and the Caribbean on Low Emission Resilient Development Strategies (LEDS LAC). Ana Maria has coordinated regional cooperation projects related to capacity building for climate change and energy policy for the Tropical Agricultural Research and Higher Education Center (CATIE) and for INCAE Business School's Latin American Center for Competitiveness and Sustainable Development (CLACDS), both based in Costa Rica. She has worked for CLACDS/INCAE in different capacities - both as staff and as a consultant since 2002.

Prior to joining INCAE, Ana Maria held high-level positions in government and private organisations in the environmental and energy sectors in her native country El Salvador. Dr Majano holds an MA and a PhD in Economics from the University of Tennessee at Knoxville, which she attended as a Fulbright/LASPAU Scholar. Current research interests include the advancement of adaptation strategies to protect and advance sustainable development benefits, including in the agriculture and energy sectors.

Dean Gioutsos – Analyst and Project Manager

Dean Gioutsos is an analyst at SD Strategies, with management and administrative responsibilities in several projects. Dean currently manages the Energy Working Group Secretariat of the LEDS GP. Much of his current work focuses on SDGs and the question of how to design sustainable energy pathways. He is a co-author of several recent studies, including on just energy transitions, the job potential of sustainable energy, and indicators for sustainable FA investments. He has also

worked on how to optimise sustainable energy business models through effective policy and market frameworks.

Dean has completed a Bachelor of Engineering (Civil) at the University of Melbourne in Australia and a Master of Science in Sustainable Energy Technologies at Delft University of Technology in the Netherlands. The work of his Master Thesis on 'cost-optimal electricity system configurations for islands' was published by the Journal of Applied Energy. In 2015, Dean worked in Uganda where he investigated the potential of electrification through solar home systems (SHS) to create new business opportunities and stimulate income generating activities in rural areas.

4.2 WORKING STRUCTURE & RESPONSIBILITIES

The project team consists of a total staff of four experienced contributors. The core is formed by SD Strategies senior staff Alexander Ochs and Dean Gioutsos, with Sebastian Helgenberger and Ana Maria Majano contributing as associated consultants of the company.

Alexander Ochs acts as Project Director and main point of contact for all senior-level interaction. He will take ultimate responsibility for the work undertaken in this project and all major products originating from it. Alexander will also present project results to GIZ, the Mexican Government and the broader public. As a senior expert on climate and sustainable development, he will steer research and analysis and co-author the study and culminating communications material. Alexander has a long track record of effective high-level engagement with governments which he will draw on in his conversations with the OPR and other key decision-makers. He will use his wide network of contacts in the country and the region to bring lead experts into the project and disseminate major findings broadly, if intended by the client and the Government.

Dean Gioutsos, as the Project Manager, holds responsibility for day-to-day administration of the project. Dean will administer the project and act as its day-to-day manager. As an Analyst with extensive quantitative knowledge and outstanding research skills, Dean will contribute to creating the methodological foundations of the analysis and act as a co-author of the final report.

Sebastian Helgenberger will advise on both the analysis and the policy conclusions of this project. He will share and transfer experiences from the Co-Benefits approach which he and his team developed for the IKI COBENEFITS project. His experience will be highly valuable at every stage of the project. We will seek his advice on the selection of benefits and research methods as well as draw on his experiences for how to organise and facilitate science-policy interactions through building political ownership and relevance. Sebastian will review drafts of the report for academic soundness and contribute to the drafting of policy recommendations. Comparing the results from Mexico's assessment undertaken in this project to work that he and his team have pursued elsewhere, will yield important insights.

Ana Maria Majano will contribute her in-depth knowledge of adaptation needs and strategies as well as sustainable development benefits of climate action in the Mexican context. As a native Spanish speaker, Ana Maria will also help in the review of analysis of documents that are only available in Spanish, should the rudimentary language proficiency of other team members leave questions. Should additional local expertise be required, and/or broad dissemination of project findings be intended, Ana Maria's wide networks will be an invaluable resource.

In accordance with the ToRs, the team presented in this proposal will be supported by a local institution that will be tasked with collecting and processing data and interviewing key stakeholders. It will also support the process to design each quantification methodology. SD Strategies will coordinate the work of the selected institution remotely, with Dean Gioutsos pursuing day-to-day communication and screening data, and Alexander Ochs overseeing the use of data and the application of methodologies. Alexander will also review major results of the local team's work and steer their inclusion in the major project deliverables.

4.3 WORKING DAY ALLOCATION

The following Table distribution and allocation of working days among the staff is envisaged:

Table 3. Distribution and allocation of work days

Project Stage	Staff			
	Alexander Ochs Senior Expert & Project Director	Dean Gioutsos Analyst & Project Manager	Sebastian Helgenberger Senior Expert	Ana Maria Majano Senior Expert
I - Project inception	2.00	3.00	0.50	0.50
I.I - 1 st trip to Mexico	5.00	0.00	0.00	0.00
II - Selection of co-benefits	3.00	3.00	0.00	1.00
III - Quantification & analysis	8.00	12.00	4.00	2.00
IV - Report	8.00	14.00	1.00	2.00
V - Presentation of outcomes & wrap-up	1.00	5.00	0.50	0.50
V.I - 2 nd Trip to Mexico	2.00	2.00	0.00	0.00
Total days for project: 80.00	29.00	39.00	6.00	6.00

ANNEXES

Curriculum Vitae

Proposed position in the assignment: Senior Expert and Project Director

- 1 **Family name:** Ochs
- 2 **First names:** Alexander
- 3 **Date of birth:** 09/04/1972
- 4 **Nationality:** German
- 5 **Place of residence:** Berlin, Germany
- 6 **Civil Status:** Living with spouse and son
- 7 **Education:**

<i>Institution</i>	Ludwig-Maximilian University, Munich, Germany
<i>Date (from-to):</i>	2001
<i>Degree(s):</i>	M.A. Political Science

<i>Institution</i>	Institute for Experimental Learning, Washington DC, USA
<i>Date:</i>	1998
<i>Degree(s):</i>	Foreign Policy Diploma

<i>Institution</i>	Albertus-Magnus-University, Cologne, Germany
<i>Date:</i>	1995
<i>Degree(s):</i>	B.A. (equivalent) in Political Science, German Studies, Philosophy

- 8 **Language skills:** (mark 1 (worst) to 5 (best) for competence)

Language	Reading	Speaking	Writing
German		Native	
English	5	5	5
French	3	1	1

- 9 **Present position:** Founder and Managing Director, SD Strategies

- 10 **Years within the firm:** 1.5

- 11 **Key qualifications (relevant to the programme):**

- Almost twenty years of experience leading international research teams; good team player
- Extensive record of climate- and energy-related policy research & advice
- Co-benefits of renewable energy and NDCs key current research focus
- Outstanding climate policy, and governance expertise
- Exceptional professional network and proven track record in LAC

region

- Involvement in international climate negotiations and energy diplomacy

12 Specific country/regional experience and thematic experience relevant for this assignment:

<i>Country</i>	<i>Date:</i>
Liberia	2017 (NDC evaluation)
LAC Region	Since 2012 (LEDS LAC BioE-CoP)
Haiti	2015 (Sustainable Energy Roadmap)
Central America	Central American SE Roadmap
	2009 – 2010. Shadow process of climate negotiations aligned with Mexican govt. on key elements of the UNFCCC

13 Professional experience:

<i>Date:</i>	2012 - Present
<i>Location:</i>	Worldwide
<i>Company:</i>	Worldwatch Institute, SD Strategies
<i>Position:</i>	Chair of the Energy Working Group, Low Emission Development Strategies Global Partnership (LEDS GP)
<i>Description:</i>	The LEDS GP was founded in 2011 to facilitate peer learning, technical cooperation and information exchange to support the formation and implementation of low emission development strategies. It has a focus on support to developing countries and regions. The EWG has been providing technical assistance on a wide range of energy technology, policy and finance issues to the LAC regional platform and several members of the LEDS GP from across the continent.

<i>Date:</i>	2017 - Present
<i>Location:</i>	LAC Region (including Mexico)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Founder and Policy Lead, Bioenergy Community of Practice (BioE-CoP)
<i>Description:</i>	The BioE-CoP comprises government officials from 14 Latin American and Caribbean countries. These officials, referred to as members, are individuals working in respective national government entities with a mandate for energy, electrification and the advancement of bioenergy. The aim of the community is to share knowledge, challenges, expertise and best practices to actualise regulatory and policy changes that enhance bioenergy utilisation in the members' respective countries.

<i>Date:</i>	2017 - 2018
<i>Location:</i>	European Union (EU)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Contracted Expert and Lead Author
<i>Description:</i>	SD Strategies authored a series of 3 policy briefs in 2017 and 2018 for the European Union Energy Initiative's Partnership Dialogue Facility (EUEI PDF). The first of these briefs, titled 'The Employment Effects of Renewable Energy Development Assistance', investigated the methodologies and challenges in measuring the

	direct, indirect and induced employment effects resulting from European Energy ODA. It provided a set of recommendations on how best to monitor future employment impacts and maximise the job creation potential of investments in projects related to SDG 7. The second brief provided an updated overview of the European International Energy Development Portfolio; the third and final brief in the series provided summarised the current status of SDG 7, and a snapshot of the key events and processes in the UN's 2018 HLPF Review of SDG 7 progress.
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<i>Date:</i>	2017
<i>Location:</i>	European Union (EU) (Chapters on Costa Rica and Jamaica)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Contracted Expert and Lead Author
<i>Description:</i>	SD Strategies authored two chapters (Costa Rica and Jamaica) on 'Guiding Principles & Lessons Learnt For a Just Energy Transition in the Global South.' This study provided an overview of the different just transition, energy transformation and climate justice discourses of the previous years and how they are ultimately reflected in the Paris Agreement. After contributing to the design of a methodology and definition of indicators to assess "just" energy transitions, the methodology was applied to twelve countries.

<i>Date:</i>	2017
<i>Location:</i>	Sierra Leone and Liberia
<i>Company:</i>	SD Strategies
<i>Position:</i>	Contracted Expert
<i>Description:</i>	Extensive reviews were conducted on the NDCs of Sierra Leone and Liberia. The reviews specifically assessed the NDCs on their quality, analytic basis, the ambition and achievability of their goals. Furthermore, analysis was also undertaken on the degree to which their implementation strategies were harmonised with their national sectoral and sub-sectoral plans and activities.

14 Selected publications:

- The SDG 7 Review at the High-Level Policy Forum 2018 (working title). European Union Energy Initiative Partnership Dialogue Facility. Brussels: Forthcoming February 2018 (with Dean Gioutsos and Frédéric Gagnon-Lebrun)
- The European Portfolio on Energy in International Development Cooperation. European Union Energy Initiative Partnership Dialogue Facility. Brussels: February 2018 (with Dean Gioutsos and Philipp Blechinger)
- Employment Effects of Renewable Energy Development Assistance. European Union Energy Initiative Partnership Dialogue Facility. Brussels: November 2017 (with Dean Gioutsos)
- Country Cases Costa Rica and Jamaica. In: Just Energy Transitions. FES & Brot für die Welt. December 2017
- Taking the Pulse – Understanding Energy Access Market Needs in Five High-Impact Countries. Sustainable Energy for All. Washington DC. October 2017 (Contributing Author)
- Advancing Mini-grids as Drivers of Rural Development in Africa. LEDS Global Partnership/LEDS AfLP/LEDS Energy Working Group.

- August 2017 (with Michelle du Toit, Dean Gioutsos and Ameil Harikishun)
- Advancing Bioelectricity in Latin America and the Caribbean. LEADS Global Partnership/LEADS LAC/LEADS Energy Working Group. July 2017 (with Philip Killeen and Ana Maria Majano)
 - LEADS Best Practices in the Energy Sector: The cases of Laos and Nicaragua. LEADS Global Partnership Energy Working Group. Feb 2017 (Series Editor)
 - Energy Toolkit. Leading Instruments & Methodologies for Low-Emissions Developing Planning in the Energy Sector. LEADS Global Partnership Energy Working Group. Dec 2016 (Version 2.0)
 - Sustainable Energy Roadmaps for the Dominican Republic, Haiti, Jamaica, the 15 countries of CARICOM and the 7 members of SICA. Several publications by the Worldwatch Institute supported by, i.a., the BMUB/International Climate Initiative, IDB, GIZ, and others (project director and lead author), 2012 - 2016
 - ECOWAS Renewable Energy Status Report & Executive Summary. ECREEE/REN-21. Nov 2014 (Project Director).
 - Communicating Sustainability. Perspektiven der Nachhaltigkeit in Politik, Wirtschaft und Gesellschaft. Boehlau-Verlag, Vienna, February 2013 (Ed., with Josef Mantl & Senator Marc Pacheco).
 - Sustainable Energy Roadmaps: Guiding the Global Shift to Domestic Renewables. Worldwatch Report #187, Washington DC, March 2011 (with Shakuntala Makhijani).
 - Value of Fossil Fuel Subsidies Declines, National Bans Emerging. Vital Signs, 11 May 2011.
 - Mapping the future: Why bidding farewell to fossil fuels is in our interests – and how it can be done. Climate Action 2010. London & Nairobi: UNEP & Sustainable Development International
 - Towards a Global Green Recovery – Supporting Green Technology Markets. Report commissioned by the Policy Planning Staff of the German Federal Foreign Office, Berlin: Atlantic Initiative, 26 August 2009.
 - Auf der Suche nach neuen Verbündeten: Führungsmächte als Partner deutscher Klimapolitik. Günther Maihold/Stefan Mair (Eds.), Kooperation Deutschlands mit Führungsmächten des Südens, Nomos, Baden-Baden: 2008.
 - Overcoming the Lethargy: Climate Change, Energy Security, and the Case for a Third Industrial Revolution. AICGS policy report #34, Washington: July 2008.
 - Sustainable Climate Protection Policies. Ebenhausen & Berlin 2000 (with Friedemann Müller).

Curriculum Vitae

Proposed position in the assignment: Senior Expert

- 15 Family name:** Helgenberger
- 16 First names:** Sebastian
- 17 Date of birth:** 22/04/1978
- 18 Nationality:** German
- 19 Place of residence:** Potsdam, Germany
- 20 Civil Status:** Married
- 21 Education:**

<i>Institution</i>	BOKU University Vienna
<i>Date (from-to):</i>	2007 - 2010
<i>Degree(s):</i>	Doctoral School "Sustainable Development"

<i>Institution</i>	Leuphana University Lüneburg and ETH Zurich
<i>Date:</i>	1999 - 2006
<i>Degree(s):</i>	MSc. "Environmental Sciences"

22 Language skills: (mark 1 (worst) to 5 (best) for competence)

Language	Reading	Speaking	Writing
German	Native		
English	5	5	5
Spanish	3	3	3
French	3	3	3

23 Present position: Associated Senior Consultant, SD Strategies; Project Director IKI COBENEFITS, Institute for Advanced Sustainability Studies (IASS).

24 Years within the firm: Associated Senior Consultant with SD Strategies since 2018; Senior project and team leader since 2014

25 Key qualifications (relevant to the programme):

- Almost twenty years of experience leading international research teams; good team player
- Connecting knowledge & strategy for sustainability transformations in the new energy world of renewables
- Targeted group-oriented science-policy communication:
- Moderation & facilitation techniques (long professional experiences): Facilitation of national and international science-policy dialogues
- Team leadership

26 Specific country/regional experience and thematic experience relevant for this assignment:

<i>Country</i>	<i>Date:</i>
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India	Co-benefits related activities since 2016
Vietnam	Co-benefits related activities since 2016
Turkey	Co-benefits related activities since 2016
South Africa	Co-benefits related activities since 2016
China	Co-benefits related activities since 2016

27 Professional experience:

<i>Date:</i>	2014 - present
<i>Location:</i>	Potsdam, Germany
<i>Company:</i>	Institute for Advanced Sustainability Studies (IASS)
<i>Position:</i>	Scientific Project Leader
<i>Description:</i>	<ul style="list-style-type: none"> - Providing scientific guidance to accompany and support transformation processes towards a low-carbon energy system - Bringing together stakeholders and change agents from research, politics, business, and civil society to explore transformation needs and options - Connecting experiences of the German 'Energiewende' to the global energy transition

<i>Date:</i>	2017 - present
<i>Location:</i>	Potsdam, Germany
<i>Company:</i>	Institute for Advanced Sustainability Studies (IASS)
<i>Position:</i>	Project Director COBENEFITS
<i>Description:</i>	The global COBENEFITS project in the context of Germany's International Climate Initiative (IKI) supports partner countries in assessing the domestic co-benefits of ambitious and early climate action and seizing these opportunities in enabling political environments. For more information, see www.cobenefits.info

<i>Date:</i>	2010 – 2014
<i>Location:</i>	Vienna, Austria
<i>Company:</i>	BOKU Centre for Global Change and Sustainability
<i>Position:</i>	Scientific Coordinator (European and National Research Policy JPI CLIMATE)
<i>Description:</i>	<p>European and National Research Policy on Climate Change, Sustainability Transformations, Climate Services:</p> <ul style="list-style-type: none"> - Senior consultant to the Federal Ministry for Science, Research and Economy, Austria (BMWFW) - Member of the Governing Board in the European Research Programme (Joint Programming Initiative) JPI CLIMATE - Working Group and Task Force Coordinator "Societal Transformation in the face of Climate Change", "Climate-friendly Climate Research"

<i>Date:</i>	2010 - 2012
<i>Location:</i>	Vienna, Austria
<i>Company:</i>	Climate Change Centre Austria (CCCA)
<i>Position:</i>	Head of Coordination Office
<i>Description:</i>	Organizational and strategic development of the CCCA, as national climate research alliance for Austria

28 Selected publications:

- Helgenberger, S., Jänicke, M. (2017): Mobilizing the co-benefits of climate change mitigation: Connecting opportunities with interests in the new energy world of renewables. - IASS Working Paper, July 2017.DOI: <http://doi.org/10.2312/iass.2017.015>
- Jänicke, M., Helgenberger, S. (2016): Co-Benefits als interessenbezogene Zusatznutzen der Klimapolitik. - Ökologisches Wirtschaften, 31, 4, p. 30-34.DOI: <http://doi.org/10.14512/OEW310430>
- Röhrkasten, S., Thielges, S., Hübner, C., Helgenberger, S. (2018): Germany-Latin America: Fostering Strategic Alliances for a Global Energy Transition, Lima, Peru : Konrad-Adenauer-Stiftung e.V. - Regional Programme Energy Security and Climate Change in Latin America (EKLA)
- Helgenberger, S., Gürtler, K., Borbonus, S., Okunlola, A., Jänicke, M. (2017): Mobilizing the co-benefits of climate change mitigation: Building New Alliances – Seizing Opportunities – Raising Climate Ambitions in the new energy world of renewables. - COBENEFITS Impulse (Policy Paper), November 2017.DOI: <http://doi.org/10.2312/iass.2017.021>

Curriculum Vitae

Proposed position in the assignment: Senior Expert

- 29 Family name:** Majano Guerrero
- 30 First names:** Ana María
- 31 Date of birth:** 15/09/1963
- 32 Nationality:** El Salvador
- 33 Place of residence:** Costa Rica
- 34 Civil Status:** Divorced
- 35 Education:**

<i>Institution</i>	University of Tennessee at Knoxville
<i>Date (from-to):</i>	August 1989 - December 1993
<i>Degree(s):</i>	Ph. D. Economics (1993), M.A. Economics (1991)

<i>Institution</i>	Universidad Politécnica de El Salvador
<i>Date:</i>	1986 - 1988
<i>Degree(s):</i>	Licenciada en Economía (1986), Computer programming technical degree (1988)

- 36 Language skills:** (mark 1 (worst) to 5 (best) for competence)

Language	Reading	Speaking	Writing
Spanish		Native	
English	5	4	5
French	3	1	1

- 37 Present position:** Associated Senior Consultant, SD Strategies; Independent consultant
- 38 Years within the firm:** Associated Senior Consultant with SD Strategies since 2018; Lead and contributing consultant for more than 15 years.
- 39 Key qualifications (relevant to the programme):**
- More than 15 years experience in policy making, research, capacity building and facilitation of dialogue related to climate change mitigation and adaptation, energy sustainability, and environmental management.
- 40 Specific country/regional experience and thematic experience relevant for this assignment:**

<i>Country</i>	<i>Date:</i>
El Salvador	1993 to 2002
Costa Rica	2002 to date
Panama	1998 to 1999
Ecuador	2018
Several initiatives at Central American and Latin American regional level	2002 to date

41 Professional experience:

<i>Date:</i>	2002 to 2018
<i>Location:</i>	Based in Costa Rica
<i>Company:</i>	Independent Consultant
<i>Position:</i>	Numerous assignments - selected examples
<i>Description:</i>	<ul style="list-style-type: none"> - Member of the team supporting the development of a green finance strategy for the Development Bank of Ecuador, under contract with the Inter-American Development Bank (2018) - Study on the Renewable Energy Market in Latin America and the Caribbean, Worldwatch Institute, under contract with IDB (2015) - Support to the Regional Climate Forum for Central America, in the framework of the Regional Climate Change Program. International Union for the Conservation of Nature (IUCN), 2014. - Member of the team for the Governance Study for the regional program on water resources and climate change adaptation. IUCN, 2011. - Coordinator of the Policy Coherence for a Sustainable Energy Policy program, as a consultant for INCAE, with GIZ funding 2008-2010 - Member of the team in charge of developing the Guidelines for the Regional Strategy on Climate Change, Central American Commission on Environment and Development. 2008

<i>Date:</i>	2013 to date
<i>Location:</i>	Latin America and the Caribbean
<i>Company:</i>	LEDS LAC Regional Network
<i>Position:</i>	Coordinator of the Regional Secretariat
<i>Description:</i>	<p>Part time dedication to coordinate the Secretariat of LEDS LAC, a network of organizations and individuals working in the promotion of low emission resilient development in Latin America and the Caribbean. Leading and supervising initiatives aimed at helping countries to implement their climate policies through dialogue, exchange and collaboration among peers, specifically in topics such as:</p> <ul style="list-style-type: none"> - Monitoring and evaluation of climate policies - Low emission resilient rural development - Articulation of adaptation, mitigation and development agendas - Bioelectricity

<i>Date:</i>	Jan 2016 to Oct 2017
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<i>Location:</i>	Central America and the Dominican Republic
<i>Company:</i>	Tropical Agriculture Research and Higher Education Center (CATIE), Costa Rica
<i>Position:</i>	Chief of Party, Regional Climate Change Program
<i>Description:</i>	General coordination of a USAID- funded initiative, implemented by a consortium of five international organizations, aimed at building capacities and developing tools for the development of policies to promote sustainable landscapes, improve access to climate information for decision making and enhance environmental management in the countries of the Central American Integration System (SICA)

<i>Date:</i>	Jan 2011 to July 2016
<i>Location:</i>	Costa Rica
<i>Company:</i>	INCAE Business School
<i>Position:</i>	Associate Director of the Latin American Center for Competitiveness and Sustainable Development (CLACDS), January 2011 to 2017
<i>Description:</i>	<p>Coordination of research and capacity building projects implemented in collaboration with international cooperation partners such as GIZ, IDB, World Bank, and others, related to climate change management, energy sustainability, corporate sustainability among others.</p> <p>Examples of initiatives coordinated:</p> <ul style="list-style-type: none"> - Community of Practice on private sector participation in climate policy processes, on behalf of the LEDS LAC Secretariat, in collaboration with GIZ/Euroclima+, June 2018 to May 2019. - Background study for climate change adaptation strategies in the tourism sector in Central America, financed by GIZ, 2015. - Facilitation of the Spanish Massive Open Online Course (MOOC): Turn Down the Heat, under contract with the World Bank, 2015. - Blended learning and in-person courses on development and financing of renewable energy projects; renewable energy and rural development, funded by GIZ, 2013 to 2015. - Co-academic director of the Sustainability Management Program (executive education), 2012 to 2015 - Identification and analysis of good practice examples on LEDS, NAMA and MRV (Preparation of six case studies), under contract Ecofys Germany GmbH with funds of GIZ on behalf of the International Partnership on Mitigation and MRV, 2014 - Business strategies for climate change adaptation,, in collaboration with the IntegraRSE network, with funding from GIZ, 2012-2014 - Coordination of the Technology Needs Assessment in mitigation and adaptation for Costa Rica, under contract with UNEP Risoe Center, 2011-2012.

<i>Date:</i>	2002 to 2007
<i>Location:</i>	Costa Rica
<i>Company:</i>	INCAE Business School
<i>Position:</i>	Director of External Cooperation, Executive Director of CLACDS
<i>Description:</i>	Maintaining institutional relations with international cooperation partners, regional organizations and governments. Fundraising and coordination of projects.

<i>Date:</i>	1999 to 2002
<i>Location:</i>	El Salvador
<i>Company:</i>	Ministry of Environment and Natural Resources
<i>Position:</i>	Minister
<i>Description:</i>	Political and technical coordination of policy-making and regulation related to several aspects of environmental and natural resource management. Participation in multilateral negotiations related to climate change, biodiversity, desertification and other relevant issues.

<i>Date:</i>	1998 to 1999
<i>Location:</i>	El Salvador
<i>Company:</i>	Coastal Technology Salvador
<i>Position:</i>	Regional Director for Projects
<i>Description:</i>	Member of the team in charge of project development and acquisitions in the Central American region, especially Panama.

<i>Date:</i>	1994 to 1998
<i>Location:</i>	El Salvador
<i>Company:</i>	Comisión Ejecutiva Hidroeléctrica del Río Lempa
<i>Position:</i>	Several positions
<i>Description:</i>	<ul style="list-style-type: none"> - General coordinator of the electricity sector restructuring process - Economic coordinator of the electricity sector restructuring unit - Assistant to the Deputy Director for Projects - Head of the Economic Studies Department

42 Selected publications:

Journal articles

- Jenkins, Mauricio, Ana María Majano and María José Gutiérrez. Financing Renewable Energy Projects in Emerging Economies: The Expansion of Pelletics. Special Issue del Journal of Business Research, 2016.
- Sarmiento, Juan Pablo, Gabriela Hoberman, Maria Ilcheva, Ali Asgary, Ana Maria Majano, Sarah Poggione y Luis R. Duran. Private sector and disaster risk reduction: The Cases of Bogota, Miami, Kingston, San Jose, Santiago, and Vancouver. International Journal of Disaster Risk Reduction (2015), pp. 225-237. Diciembre 2015.

Book chapter

- Strategy and Competitiveness in Latin American Markets: The Sustainability Frontier. Edited by Vijay Sathe y Urs Jager. Chapter 4: Natural Resources. Ana María Majano and Felipe Perez. Edward Elgar Publications. 2015.

Reports and working papers

- Flavin, Christopher, Milena Gonzalez, Ana Maria Majano, Alexander Ochs, Maria da Rocha y Philipp Tagwerker. Study on the Development of the Renewable Energy Market in Latin America and the Caribbean. Working paper OVE/WP-02/14, Inter-American Development Bank, 2014.
- Valenzuela Gómez, Andrés, Ana María Majano, Urs Jäger y Bernard Kilian. La política de turismo sostenible en Costa Rica como fuente de innovación para servicios de hospitalidad: Innovación y Productividad en el Sector Servicios. Documento de trabajo N° 2013(SS-IP)-10. Centro de Investigaciones Económicas (CINVE), Uruguay, 2013.
- Sarmiento, J.P. Hoberman, G. Ilcheva, M. Asgari, A. Majano, M.M. Goggione, S. and Duran, L.R “Private Sector and Disaster Risk Reduction: The Cases of Bogota, Miami, Kingston, San Jose, Santiago and Vancouver”.Florida International University. Background paper prepared for the 2013 Global Assessment Report on Dissaster Risk Reduction. 2013.
- Dolezal Adam, Ana María Majano, Alexander Ochs y Ramón Palencia. The Way Forward for Renewable Energy in Central America. The Worldwatch Institute. 2012
- Majano, Ana María. Desarrollo Sostenible, medio ambiente, energía y cambio climático: oportunidades de cooperación entre la Unión Europea y América Latina y el Caribe. Documento publicado por el Banco Interamericano de Desarrollo (BID) como contribución a las discusiones de la Cumbre Unión Europea – América Latina y el Caribe. 2008.
- Seidl, Andy, Fiorella Giuliano, Lawrence Pratt, Rene Castro y Ana María Majano. Cruise Tourism and Community Economics in Central America and the Caribbean: The Case of Costa Rica, Documento de Trabajo CEN 664, INCAE. Septiembre 2005.

Magazines and proceedings

- Majano, Ana María. The Road to a Sustainable Energy Future in Central America. UN Chronicle, the Magazine of the United Nations. Vol. LII No. 3 2015
- Majano Guerrero, Ana Maria; Pérez Pineda, Felipe. Negocios Energéticos Inclusivos: el caso de Quetsol. INCAE Business Review, Vol.2, No. 10, enero-abril, 2014. P. 34-31.

- Majano Guerrero, Ana Maria; Pratt, Lawrence. Energía, ambiente y competitividad: oportunidades para las empresas latinoamericanas. Business Review, Vol.2, No. 10, enero-abril, 2014. P. 8-11.
- Majano, Ana María. Fortaleciendo el liderazgo de las mujeres. INCAE Business Review, Vol. 2, No. 9, septiembre-diciembre, 2013. P. 70-75.
- Majano, Ana María. The role of the private sector in capacity building for environmental and biodiversity management: lessons from Central America. Proceedings of the Norway/UN Conference on Technology Transfer and Capacity Building. 2003.

Curriculum Vitae

Proposed position in the assignment: Analyst & Project Manager

- 43 Family name:** Gioutsos
- 44 First names:** Dean Marcus
- 45 Date of birth:** 16/01/1990
- 46 Nationality:** Australian/Greek
- 47 Place of residence:** Berlin, Germany
- 48 Civil Status:** Single
- 49 Education:**

<i>Institution</i>	Delft University of Technology, the Netherlands
<i>Date (from-to):</i>	2013 – 2016
<i>Degree(s):</i>	MSc. Sustainable Energy Technology

<i>Institution</i>	The University of Melbourne, Australia
<i>Date:</i>	2008 – 2011
<i>Degree(s):</i>	Bachelor of Engineering with Honours (Civil)

50 Language skills: (mark 1 (worst) to 5 (best) for competence)

Language	Reading	Speaking	Writing
English	Native		
Macedonian	1	2	1

51 Present position: Energy Analyst, SD Strategies

52 Years within the firm: 1.5

53 Key qualifications (relevant to the programme):

- Several years' experience working in international research teams; strong team player
- Exceptional research and quantitative analysis capabilities built on engineering background
- Recent experience in climate- and energy-related policy research & advice
- Co-benefits of renewable energy and NDCs key current research focus
- Highly familiar with climate policy, and governance structures
- Experience in working with government representatives from the LAC region

54 Specific country/regional experience and thematic experience relevant for this assignment:

<i>Country</i>	<i>Date:</i>
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Liberia	2017 (NDC evaluation)
LAC Region	2017 – present (LEDS LAC BioE-CoP)
Costa Rica & Jamaica	2017 (“Just” Energy Transitions)

55 Professional experience:

<i>Date:</i>	2017 - Present
<i>Location:</i>	Worldwide
<i>Company:</i>	SD Strategies
<i>Position:</i>	Manager of the Secretariat of the Energy Working Group, Low Emission Development Strategies Global Partnership (LEDS GP)
<i>Description:</i>	The LEDS GP was founded in 2011 to facilitate peer learning, technical cooperation and information exchange to support the formation and implementation of low emission development strategies. It has a focus on support to developing countries and regions. The EWG has been providing technical assistance on a wide range of energy technology, policy and finance issues to the LAC regional platform and several members of the LEDS GP from across the continent.

<i>Date:</i>	2017 - Present
<i>Location:</i>	LAC Region (including Mexico)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Program Development Manager, Bioenergy Community of Practice (BioE-CoP)
<i>Description:</i>	The BioE-CoP comprises government officials from 14 Latin American and Caribbean countries. These officials, referred to as members, are individuals working in respective national government entities with a mandate for energy, electrification and the advancement of bioenergy. The aim of the community is to share knowledge, challenges, expertise and best practices to actualise regulatory and policy changes that enhance bioenergy utilisation in the members’ respective countries.

<i>Date:</i>	2017 - 2018
<i>Location:</i>	European Union (EU)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Lead Author
<i>Description:</i>	SD Strategies authored a series of 3 policy briefs in 2017 and 2018 for the European Union Energy Initiative’s Partnership Dialogue Facility (EUEI PDF). The first of these briefs, titled ‘The Employment Effects of Renewable Energy Development Assistance’, investigated the methodologies and challenges in measuring the direct, indirect and induced employment effects resulting from European Energy ODA. It provided a set of recommendations on how best to monitor future employment impacts and maximise the job creation potential of investments in projects related to SDG 7. The second brief provided an updated overview of the European International Energy Development Portfolio; the third and final brief in the series provided summarised the current status of SDG 7, and a snapshot of the key events and processes in the UN’s 2018 HLPF Review of SDG 7 progress.

<i>Date:</i>	2017
<i>Location:</i>	European Union (EU) (Chapters on Costa Rica and Jamaica)
<i>Company:</i>	SD Strategies
<i>Position:</i>	Lead Author
<i>Description:</i>	SD Strategies authored two chapters (Costa Rica and Jamaica) on 'Guiding Principles & Lessons Learnt For a Just Energy Transition in the Global South.' This study provided an overview of the different just transition, energy transformation and climate justice discourses of the previous years and how they are ultimately reflected in the Paris Agreement. After contributing to the design of a methodology and definition of indicators to assess "just" energy transitions, the methodology was applied to twelve countries.

56 Selected publications:

- The SDG 7 Review at the High-Level Policy Forum 2018 (working title). European Union Energy Initiative Partnership Dialogue Facility. Brussels: Forthcoming February 2018 (with Dean Gioutsos and Frédéric Gagnon-Lebrun)
- The European Portfolio on Energy in International Development Cooperation. European Union Energy Initiative Partnership Dialogue Facility. Brussels: February 2018 (with Dean Gioutsos and Philipp Blechinger)
- Employment Effects of Renewable Energy Development Assistance. European Union Energy Initiative Partnership Dialogue Facility. Brussels: November 2017 (with Dean Gioutsos)
- Country Cases Costa Rica and Jamaica. In: Just Energy Transitions. FES & Brot für die Welt. December 2017
- Advancing Mini-grids as Drivers of Rural Development in Africa. LEDS Global Partnership/LEDS AfLP/LEDS Energy Working Group. August 2017 (with Michelle du Toit, Dean Gioutsos and Ameil Harikishun)
- Advancing Bioelectricity in Latin America and the Caribbean. LEDS Global Partnership/LEDS LAC/LEDS Energy Working Group. July 2017 (with Philip Killeen and Ana Maria Majano)
- Cost-optimal electricity systems with increasing renewable energy penetration for islands across the globe. Dean Marcus Gioutsos, Kornelis Blok, Leonore van Velzen, Sjoerd Moorman. 2018. Applied Energy, Volume 226, 2018, Pages 437-449.

- ShowHow: A Flexible, Structured Approach to Commit University Stakeholders to Sustainable Development. In: Leal Filho W., Azeiteiro U., Alves F., Molthan-Hill P. (eds) Handbook of Theory and Practice of Sustainable Development in Higher Education. (2017) World Sustainability Series. Springer, Cham. Verhoef L., Graamans L., Gioutsos D., van Wijk A., Geraedts J., Hellinga C.

Declaration of integrity by the GIZ GmbH and the contractor supplying services and work on behalf of GIZ GmbH

§ 1 Declarations by GIZ

As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development. It is also engaged in promoting international education work around the globe. GIZ is guided by the concept of sustainable development and takes account of political, economic, social and ecological factors. Integrity, participation, transparency and accountability are essential to the company as cornerstones of efficient prevention of corruption.

GIZ understands integrity as a living and constantly developing process. It covers more than just anti-corruption and stands for the embodiment of standards, values and guidelines, e.g. with regard to environmental protection and the protection of human rights. The GIZ Code of Conduct sets out clear rules of behaviour for GIZ staff. Our actions are guided by the principles of equal treatment, compliance with contract and statute, transparency, loyalty, confidentiality and cooperation in partnership. Observance of the rules is monitored by the Compliance Committee, the integrity advisors and the external ombudsperson.

If GIZ learns of conduct on the part of its staff or a bidder, applicant, contractor or subcontractor that constitutes a criminal offence in Germany and/or in other countries, or has grounds for suspicion in this regard, it will initiate internal investigations and in the event of reasonable suspicion call in the public prosecutor's office.

Business associates, project partners, target groups and interested members of the general public are called upon to participate in clarifying any corruption-related circumstances. Should they have reasonable grounds to suspect any infringement of the Code of Conduct, they can contact the GIZ integrity advisors or GIZ's ombudsperson. Both are committed to secrecy and can also be contacted at a preliminary stage in the event of any uncertainties.

- Integrity advisors,
Carola Faller (GIZ Eschborn), tel: +49 6196 79-3529 and
Hans-Joachim Gante (GIZ Bonn), tel: +49 228 4460-1557
email: Integrity-Mailbox@giz.de
- GIZ's external ombudsperson
Ombudsman Dr Edgar Jousen, tel: +49 30 315 18 7-0
email: ombudsmann@ra-js.de
www.giz.de/ombudsman

GIZ is also committed to the provisions of Germany's Public Corporate Governance Code and follows its recommendations concerning transparency. GIZ publishes an annual corporate governance report on the internet, disclosing for instance the remuneration of the members of its Management Board. With regard to procurement operations, GIZ as a public sector commissioning party complies strictly with the rules for the award of contracts, with priority given to public invitations to tender and fundamental separation of planning, contract award and accounting procedures.

Furthermore, GIZ is subject to regular internal and external financial control. As a federal enterprise, GIZ is audited by the Bundesrechnungshof (German supreme audit authority).

**Declaration of integrity
by the GIZ GmbH and the contractor supplying services and work
on behalf of GIZ GmbH**

§ 2 Declarations by the contractor

The contractor declares that it is familiar with and undertakes to observe GIZ's values and integrity system as described above. The contractor is in particular obliged to comply with the principles of integrity set out in the General Terms and Conditions of Contract ('Terms and Conditions') for Supplying Services and Work (sections 1.15 to 1.19 of the Terms and Conditions) right from the preparatory phase of contract negotiations.

If the contractor is a legal person, it shall take organisational measures to transmit GIZ's integrity principles to its staff and subcontractors pursuant to section 1.4 of the Terms and Conditions, and to support and monitor compliance. The contractor shall inform its staff and subcontractors that GIZ has appointed an external ombudsperson, the lawyer Dr Edgar Jousen, to whom any suspicions can be reported in confidentiality, ensuring the absolute anonymity of the informant, in particular where corruption is suspected

The contractor declares that in performing the contract it will not award subcontracts to contractors of doubtful reliability.

In ongoing competitive tendering procedures, the contractor shall not enter into contact with any persons involved in the procedure outside the GIZ Contract Management sections. The contractor shall request any information required concerning the ongoing contract award procedure in writing only from GIZ's Procurement and Contracting Division, which is also responsible for coordinating responses to technical questions. The contractor is aware that failure to comply with this can lead to exclusion from the tender procedure.