

Equitable and Inclusive Governance at the World Coalition Against the Death Penalty

Consultancy Terms of Reference

Deadline for receipt of bids: **Wednesday, 23 October 2026 by close of business**

Please address your technical and financial offer by email to recrutement@worldcoalition.org with the subject line: **“Consultancy Application for WCADP Governance.”**

1. Background and Context

1.1. About the World Coalition Against the Death Penalty

The World Coalition Against the Death Penalty (World Coalition) was founded on 13 May 2002 in Rome following the commitments adopted at the First World Congress Against the Death Penalty held in Strasbourg in 2001. Initially created by 19 largely European-based organizations, the World Coalition has grown into a global network of 210 member organizations, including NGOs, bar associations, local authorities, and trade unions. Its mission is to strengthen the international dimension of the fight against the death penalty and work towards its universal abolition, while supporting efforts to reduce the use of capital punishment as a step toward abolition where it remains in force.

The World Coalition operates globally, with members across Africa, the Americas, the Caribbean, Asia, Europe, Oceania, and the SWANA region. Its Secretariat, based in Paris, France, coordinates daily operations and engagement with members and partners. The Secretariat currently consists of five staff members and two interns from diverse professional, national and cultural backgrounds, working across governance, advocacy, campaigns, finance, membership coordination, and Consortium management.

The World Coalition's governance is guided by its By-laws and statutory documents. Members convene every two years at the General Assembly to elect governance bodies, adopt strategic orientations, and discuss organizational priorities. A 25-member Steering Committee oversees governance and policy implementation, with representation from multiple regions and organizations, including members based in retentionist countries or working in exile contexts. The World Coalition integrates gender equality, diversity, equity, and inclusion principles into its governance and operations, including through the adoption of a Gender, Inclusion, Diversity and Equity Policy and Action Plan in 2025. Its activities are funded primarily through public institutional grants, complemented by private funding and membership contributions.

1.2. Context of the Consultancy

The World Coalition is currently reassessing its governance structures and organizational practices to identify barriers to equitable participation and access to decision-making spaces. As part of this process, the World Coalition seeks to examine and address structural inequalities and post-colonial dynamics that may continue to shape its functioning. The organization is committed to strengthening decentralized, inclusive, anti-racist, anti-sexist, and democratic governance practices that better reflect the diversity of its membership, particularly organizations based in retentionist countries and the Global South.

Over the past twenty years, the World Coalition has evolved from a small European-centered network coordinating global advocacy campaigns into a diverse international coalition implementing thematic, regional, and consortium-based initiatives. Alongside long-standing abolitionist advocacy, the World Coalition now leads programs on issues such as gender and the death penalty and regional initiatives across various regions. In 2022, the World Coalition adopted its 2023–2027 Strategic Plan, which includes a specific commitment to “good governance and power sharing.” This led to the creation of a Working Group on Governance and Power-Sharing tasked with reviewing governance structures, revising institutional documents, and supporting reflection on equitable partnerships, representation, and organizational culture.

The World Coalition’s evolving role as a regranting actor has also introduced new governance and relational challenges within the network. Through several international grants, including coordination of an EU-funded [Global Consortium](#), the World Coalition now redistributes a significant portion of its funding to member organizations as part of its commitment to localization and equitable resource-sharing. While this reflects a strong institutional commitment, it has also generated new power dynamics and tensions linked to funding, representation, trust, and perceptions of legitimacy within the network. The consultancy will therefore support the World Coalition in conducting a participatory diagnosis of these dynamics, identifying structural, procedural, and relational barriers to equitable governance, and developing recommendations to inform future reforms and the 2028–2032 Strategic Plan.

1.3. Rationale for the Consultancy

The World Coalition is seeking external consultancy support to conduct an independent, participatory, and politically informed assessment of its governance structures, and power dynamics. Given the complexity and sensitivity of the issues involved—including inequitable participation, North/South power imbalances, representation, and the evolving implications of the World Coalition’s regranting role—external accompaniment is necessary to provide both distance and methodological expertise. The consultancy is expected not only to support institutional diagnosis, but also to facilitate collective reflection, and the co-construction of practical and actionable recommendations to strengthen equitable governance, trust, accountability, and alignment across the network.

Particular attention will be given to understanding how formal and informal power dynamics operate within the World Coalition, including the ways funding relationships, institutional legitimacy, language, access to information, and historical organizational structures may affect participation and decision-making.

Collective care and self-care are expected to be integrated as cross-cutting principles throughout the consultancy process. Discussions related to power, racism, colonial legacies, discrimination, privilege, and exclusion can be politically and emotionally sensitive, particularly for individuals and groups directly affected by systemic inequalities and repression. The consultancy methodology should therefore adopt trauma-informed, conflict-sensitive, and non-punitive approaches that create conditions for respectful dialogue, critical reflection, and collective learning. The process should aim to foster spaces where all participants can express disagreement, share experiences, question institutional practices, and engage constructively without fear of stigmatization or harm.

2. Objectives of the Consultancy

2.1 General Objective

The general objective of this project is to strengthen the World Coalition Against the Death Penalty by advancing more decentralized, inclusive, anti-racist, anti-sexist, and democratic governance practices across its network, in line with the commitments outlined in its 2023–2027 Strategic Plan on governance and power-sharing. Through a participatory and reflective process examining structural inequalities, North/South dynamics, and barriers to equitable participation, the project aims to support more transparent and accountable decision-making processes and strengthen the meaningful

participation of members, particularly those based in retentionist countries and historically underrepresented contexts.

2.2 Specific Objectives

The specific objective of this project is to support the World Coalition in collectively identifying and analyzing the structural, procedural, and relational barriers that affect equitable participation and power-sharing within its network. Through a participatory and reflective process involving governance bodies, Secretariat staff, and members both involved and not involved in governance spaces, the project will examine existing power dynamics, representation gaps, funding-related tensions, and institutional practices — including those linked to colonial legacies and North/South inequalities — in order to develop practical recommendations and governance strengthening measures to inform future reforms and the 2028–2032 Strategic Plan.

Outcome 1: A participatory and qualitative diagnosis of governance and power dynamics within the World Coalition is conducted.

The consultancy will support the World Coalition in developing a deeper understanding of how formal and informal power dynamics shape participation, representation, decision-making, communication, and relationships across the network, including in relation to funding and regranting mechanisms and potential conflicts of interest.

Indicative Activities for Outcome 1 :

- Review and analysis of key organizational and governance documents, including governance procedures, strategic documents, and institutional policies;
- Observation of selected governance and decision-making spaces over time, with attention to both formal and informal dynamics;
- Semi-structured interviews and consultations with diverse stakeholders, including members not currently involved in governance structures;
- Facilitation of reflective discussions with the Governance and Power-Sharing Working Group and other relevant spaces;
- Consolidation of findings into a diagnostic report including power mapping, key findings, and practical recommendations.

Indicative Indicators for Outcome 1 :

- Selected governance and decision-making spaces observed over the consultancy period;
- Semi-structured interviews and consultations conducted with a diverse range of stakeholders across regions and organizational profiles;
- One diagnostic report produced, including analysis of governance dynamics, participation barriers, and recommendations for institutional strengthening.

Outcome 2: Findings and recommendations are collectively discussed, appropriated, and integrated into the World Coalition's governance reflection and strategic planning processes.

Members, governance representatives, and Secretariat staff engage in collective reflection on the findings, contributing to a shared understanding of inequities, governance challenges, and pathways for institutional change.

Indicative Activities for Outcome 2 :

- Development of accessible and multilingual summary and dissemination materials;
- Organization of virtual restitution and dialogue sessions adapted to different regions and time zones;
- Facilitation of governance strengthening and best-practice sharing sessions;
- Support to the integration of findings and recommendations into ongoing governance reforms and the development of the 2028–2032 Strategic Plan.

Indicative Indicators for Outcome 2 :

- Accessible dissemination materials developed and shared with members;
- Restitution and collective reflection sessions organized with members and governance bodies;
- Recommendations and governance reflections integrated into strategic and organizational reform discussions, including the 2028–2032 Strategic Plan.

3. Scope of Assignment

To achieve the aforementioned objectives and outcomes, the consultancy will support the World Coalition in conducting a participatory and qualitative assessment of its governance structures, organizational culture, and power dynamics, while accompanying collective reflection and governance strengthening processes across the network. The scope of the assignment will include, but not necessarily be limited to, the following components:

3.1 Inception and Methodology

- Hold at least 1 inception meeting with the Secretariat and Governance and Power-Sharing Working Group;
- Develop a participatory, conflict-sensitive, and trauma-informed framework for the consultancy
- Refine and agree upon the methodology, and workplan.

3.2 Documentary Review and Institutional Analysis

- Review key governance, strategic, and institutional documents¹;
- Analyze governance structures, participation mechanisms, organizational language, and existing power dynamics, including issues related to representation, localization, and equitable partnerships.
- Semantic/discourse analysis (e.g. use of “Global South”, “localization”, representation narratives, etc.)

3.3 Observation of Governance Processes

- Observe selected governance and decision-making spaces, including Steering Committee meetings, Executive Board meetings, working groups, and Secretariat meetings;

¹ Desk review will include the 2023–2027 Strategic Plan, Bylaws, Rules of Procedure, Internal Control Procedures, Gender, Equality, Inclusion, Diversity and Equity Policy, Regranting procedures and partnership frameworks and any additional materials identified during inception scoping.

- Prioritize repeated and qualitative observation of selected spaces to assess participation, decision-making practices, informal power relations (speaking patterns, agenda setting-practices, conflict management approaches) and funding-related dynamics.

3.4 Consultations and Interviews

- Conduct semi-structured interviews and consultations with Secretariat staff, and World Coalition members and network allies both involved and not involved in governance structures;
- Explore barriers to participation², representation, trust, organizational culture, and perceptions linked to funding and regranting dynamics.

3.5 Reporting and Dissemination

- Produce a diagnostic report including findings, power mapping, and practical recommendations;
- Develop accessible summary materials and facilitate restitution sessions;
- Support the integration of findings into ongoing governance reforms and the development of the 2028–2032 Strategic Plan.

3.6 . Facilitation and Organizational Accompaniment

- Facilitate reflection, dialogue, and governance strengthening sessions;
- Encourage an on-going learning process to encourage discussions and governance strengthening over time (ex. small learning cycles and/ or thematic workshops on equitable facilitation, governance accessibility, power and representation, donor relationships, conflict transformation, etc).³
- Support collective learning processes related to equitable governance, participation, and organizational culture.

4. Deliverables

The consultant(s) will produce the following deliverables. All final deliverables must be submitted in French. The World Coalition Secretariat will ensure translation into English for internal dissemination, in particular for the Governance and Power-Sharing Working Group.

4.1 Inception Deliverables

Inception report, including:

- refined understanding of governance issues and scope of analysis;
- detailed methodology (participatory, qualitative, conflict-sensitive) that amongst other items, an approach to repeated observation of governance spaces;
- workplan and timeline;
- stakeholder mapping and engagement strategy;

² Example : structural barriers linked to exclusion or unequal influence as related to geography, language, race, gender, organizational size, or perceived institutional legitimacy.

³ These suggestions are indicative, and the World Coalition remains open to other proposals that may emerge from the methodology.

- ethical framework (confidentiality, safeguarding, data protection).

4.2 Diagnostic Deliverables

Draft diagnostic report, including:

- preliminary power mapping;
- analysis of governance structures, participation, and decision-making processes;
- identification of key barriers (structural, cultural, relational);
- emerging findings on funding and regranting dynamics.

Final diagnostic report, including:

- consolidated power mapping and governance analysis;
- assessment of participation, representation, and informal influence;
- analysis of organizational culture and discourse;
- analysis of funding and regranting impacts;
- actionable and prioritized recommendations.

4.3 Dissemination and Learning Deliverables

- Accessible summary materials, including a simplified synthesis of findings (to be translated);
- Restitution sessions (minimum 3 virtual sessions) for members, governance bodies, and staff;
- One governance learning workshop, focused on reflection and practical recommendations;
- Final presentation to the Governance and Power-Sharing Working Group and relevant governance

5. Methodological Principles and Expectations

The consultancy should adopt a participatory, and politically informed methodology that combines governance analysis with facilitated organizational learning. The approach should be adapted to the complexity of an international network and the sensitivity of addressing power, inequality, and institutional change within a human rights-based organization.

The consultant(s) are expected to demonstrate and put in place the following methodological principles:

- **Participatory and inclusive approaches**, ensuring meaningful engagement of members and Secretariat staff;
- **Decolonial, anti-racist, and intersectional feminist analytical frameworks**, with explicit attention to how North/South power relations, colonial legacies, and structural inequalities intersect with gender, race, geography, class, and institutional position, shaping access to power, participation, and decision-making within governance structures, language, and institutional practices.
- **Trauma-informed, conflict-sensitive, and collective care-based facilitation approaches**, ensuring that discussions on exclusion, discrimination, power asymmetries, and governance issues are conducted in ways that minimize harm, support constructive engagement, and create safer spaces for respectful dialogue, learning, and disagreement without fear of stigma. Politically sensitive conversations must be navigated constructively.

The methodology should be explicitly designed to move beyond one-off consultation exercises and instead prioritize depth, continuity, and relational understanding of governance dynamics.

In particular, the consultancy is expected to:

- Prioritize repeated and longitudinal engagement with selected governance and decision-making spaces, rather than isolated or single observation points;
- Focus on both formal governance structures and informal power dynamics;
- Combine observation, interviews, and facilitated reflection processes to ensure triangulation and depth of analysis;
- Ensure methodologies are adapted to multilingual, multicultural, and geographically dispersed contexts, with attention to accessibility and inclusion.

The consultancy is therefore expected to combine analytical rigor with relational intelligence or “soft skills”. Additionally, the consultancy will be expected to take into consideration the following **ethical considerations** throughout the project: confidentiality, obtaining informed consent, ensuring respectful engagement, and ensuring data protection.

To ground the methodology in practical and key analytical questions, we have included the full list of questions in Appendix 1, which we hope the consultancy will address in part.

6. Oversight and Supervision of the Consultancy

The consultancy will be overseen by the World Coalition through its Governance and Power-Sharing Working Group, supported by designated Secretariat focal points. The Steering Committee will be involved at key moments where relevant, particularly for validation of strategic deliverables and integration of recommendations into ongoing governance reform processes.

Coordination will be ensured through regular meetings between the consultant(s) the Secretariat and Governance and Power-Sharing Working Group. An adaptive management approach will be applied throughout the assignment, allowing feedback from governance bodies and stakeholders to be integrated into the methodology, analysis, and outputs.

7. Consultancy Timeline

Total duration: 10 months (September 2026 – June 2027)

Total number of days working on the project: 29-31 days

ACTIVITES	Sept 2026	Oct. 2026	Nov. '26	Dec '26	Janv. '27	Feb. '27	March '27	April '27	May '27	June '27
A0: Drafting terms of reference and recruitment										
A1: Mission scoping/ Inception (3 days)										

1.1 – Desk Review of Organizational Documents (4 days)										
1.2- Observation of Key Decision-Making and Convening Spaces (4-5 days)										
1.3- Semi-structured interviews conducted with diverse stakeholders (6 days)										
1.4 Diagnostic Report Production (6 days)										
2.1 – Development of Accessible Communication Tool (4 days)										
2.2- Restitution Exchanges/ Sessions (2-3 days)										
2.3- Best Practices Sessions, and adoption of the 2028-2032 Strategic Plan										

8. Budget and Resources

- Total consultancy budget: EUR 35,000
- FRIO contribution: EUR 24,500
- Co-funding by the World Coalition and/or additional partners

Indicative Budget – Planned Expenditures					
Code	Category	Calcul mode (mandatory)			Total costs In € Incl. VAT)
		Unity	Nbre	Unit cost (excl. VAT & incl.VAT)	
1	Purchase of Consultancy Services: - Consultant fees - Preparation and reporting time - Facilitation activities - Travel and accommodation where applicable - Communication and dissemination support if applicable	Per mission	1	25,000 €	25,000 €
Non-consultancy expenses (to be specified, up to 30% of the total project amount)					
2	Interpretation costs of meetings dedicated	Per meeting	2	2 450 €	4 ,9 0 0 €
3	Valuation of the project manager (€300/day, up to 30% of the total project amount)	Per Day	17	300 €	5,100 €
	TOTAL ELIGIBLE COSTS				35,000 €

The consultancy has a total budget of €25,000 including tax (covering fees, travel, etc.). This project is co-financed by Coordination SUD and its Institutional and Organizational Strengthening Fund (FRIO). As such, a tripartite review between the consultancy, FRIO, and the World Coalition is to be scheduled within 4 months after the support ends.

9. Consultant / Consultancy Team Profile

The World Coalition is seeking an external consultant or consultancy team with strong expertise in governance transformation and organizational change within international, membership-based networks.

The assignment requires a profile that combines analytical rigor with participatory and facilitation skills, and a demonstrated ability to work on sensitive issues related to power, and institutional inequality. As part of its commitment to equity and inclusivity with its members based in the Global South, the World Coalition prioritizes consultancy teams that bring diverse geographic and cultural perspectives. Consultancy teams composed solely of individuals from Global North contexts are strongly discouraged. Teams with representation from Global South or underrepresented regions will be given preference.

The consultant(s) must demonstrate:

- Proven expertise and involvement in **governance transformation** within international organizations, coalitions, or networks
- Strong experience with **decolonial, anti-racist, and intersectional organizational approaches**
- Demonstrated ability in **participatory facilitation and multi-stakeholder processes**

- Experience working with **human rights organizations and/ international networks**
- Demonstrable capacity to **navigate sensitive organizational dynamics**, including issues of power, legitimacy, and conflict
- Full professional proficiency in **English and French**. A third working language is highly appreciated.
- Experience working across **diverse cultural and geographic contexts**, particularly in Global South and Global North collaboration settings
- Familiarity with **regranting, funding dynamics, or donor–member governance tensions**
- Strong **political literacy**, including the ability to understand and navigate complex power relations, contested narratives, and sensitive institutional dynamics within activist and coalition environments, as well as the capacity to engage constructively with diverse and sometimes divergent stakeholder positions.

Consultant(s) cannot have held a paid or volunteer position within the World Coalition in the past three years.

The evaluation will be based on the consultant's demonstrated ability to meet the criteria outlined above, with points awarded accordingly. Applications will be assessed jointly by representatives of the World Coalition Secretariat, the World Coalition's Governance and Power-Sharing Working Group, and FRIO. The evaluation grid used to assess and compare applications and inform the final selection is provided in Appendix 2.

10. Proposal Submission Requirements

Applicants must submit a complete proposal including the following documents and information:

1. Technical Proposal

- Presentation of understanding of the assignment
- Description of how participatory, inclusive, and politically sensitive dimensions will be addressed
- Integration of decolonial, anti-racist, and feminist principles
- Workplan and timeline

2. Methodological Note

- Detailed methodology for data collection, analysis, facilitation, and governance diagnosis
- Approach to observation, interviews, and stakeholder engagement
- Explanation of how power dynamics (formal and informal) will be analyzed
- Safeguarding, ethical, and inclusivity considerations

4. Financial Proposal

- Detailed budget in euros (all taxes included) including consultancy fees, travel and transport costs (if applicable) and costs related to communication/accessibility tools

5. Team Composition and CVs

- CVs of all consultant(s) involved
- If the consultancy is a team: Description of team structure, roles, and complementarity
- Language capacities (English and French, plus other relevant languages if applicable)
- Examples of similar assignments or previous work (governance, organizational diagnosis, participatory processes)

Appendix 1: Key Analytical Questions to be Addressed by the Consultancy

❖ Power, Influence, and Decision-Making

- Which actors (individuals or organizations) hold influence over agenda-setting, priorities, or funding decisions?
- How do geography, institutional history, donor proximity, and language shape authority and decision-making power within the World Coalition?
- Do governance structures (General Assembly, Steering Committee, Executive Board) clearly separate strategic, operational, and financial influence, or do overlaps create imbalances?
- Within working groups and implementation mechanisms (Consortium Board, World Day Working Group, Advocacy Working Group, Gender Working Group, etc.), how are influence, and decision-making distributed, and to what extent do these structures enable meaningful participation and influence over decisions?
- Are there informal patterns of exclusion and/or interpersonal intimidation (e.g. interruption, dismissal, reputational undermining)?

❖ Funding, Regranting, and Financial Power

- How do funding and regranting dynamics shape trust, legitimacy, and participation in governance?
- Are funding decisions fair and legitimate? If so, are they also perceived by both funded and non-funded members as fair and legitimate?
- Does financial dependence affect members' ability to express dissent or critique?
- How does the World Coalition's role as both network and funder reshape internal power relations and perceptions of the organization?
- How do external funding obligations shape its ability to implement decolonial policies into the World Coalition's governance principals and practices?
- How does control over funding affect influence within the World Coalition?

❖ Participation, Inclusion, and Structural Barriers

- What barriers limit meaningful participation (language, time zones, organizational resources, digital access, institutional culture)?
- Do inclusion and representation mechanisms translate into real influence over decisions?
- How do members perceive fairness, ownership, and representation across regions?
- Are certain actors positioned as spokespersons for regions or identities without corresponding decision-making power?

❖ Language, Norms, and Hierarchies

- How does language shape participation and influence within the World Coalition?
- Are certain communication norms or institutional practices implicitly privileged (e.g. English-speaking dominance, written/email-based formats)?
- Do members feel pressure to conform to dominant NGO or Western institutional norms to be heard?
- Does the World Coalition reproduce hierarchical or patriarchal norms despite formal commitments to equity?

❖ Conflict, Trust, and Accountability

- How is disagreement and internal criticism managed within the World Coalition?

- Do members feel safe raising concerns, formally or informally? Raising concerns in public spaces (General Assembly, working groups...) or privately to secretariat members or other World Coalition members?
- Is conflict addressed procedurally or is it personalized?
- What strengthens or undermines trust within the network?
- Are accountability practices fair and consistent? If so, are they also perceived by members as fair and consistent?
- What kinds of disagreement should be normalized within the World Coalition, and what kinds of behavior require clearer boundaries?
- How are conflicts of interest managed when governance actors are also implementing partners or grant recipients?
- How are emotional expression, disagreement, and confrontation interpreted across cultural contexts?
- Who performs relational, emotional, and mediation work, and is it recognized institutionally?

❖ **Legitimacy and Governance Transformation**

- What defines legitimacy within the World Coalition membership (democratic process, expertise, donor confidence, representation, history)?
- What erodes or strengthens trust in governance structures?
- How can shared ownership be strengthened without compromising efficiency or current fiduciary responsibilities?

❖ **Cross-cutting issues**

- What motivates members to join and remain engaged in the World Coalition?
- For international advocacy coordination, the World Coalition currently submits reports for countries where we have no members. All efforts are made to submit reports collaboratively with organizations based on the ground, although sometimes organizations cannot be localized, in which case reports are submitted without local input. In such situations, what principles and approaches should guide the World Coalition's engagement to ensure that local actors retain meaningful agency and influence, while the Coalition can provide appropriate support, visibility, and international advocacy without reproducing neo-colonial power dynamics?

CALL FOR APPLICATIONS FOR A CONSULTANCY ASSIGNMENT : Equitable and Inclusive Governance at the World Coalition Against the Death Penalty

APPEL D'OFFRES POUR UNE MISSION DE CONSULTANCE : Une gouvernance équitable et inclusive au sein de la Coalition mondiale contre la peine de mort

ANNEX 2

Nom du/de la candidat.e		Candidature # 1	Candidature # 2	Candidature # 3	Candidature # 4	Candidature # 5	Candidature # 6	Candidature # 7	Candidature # 8	Candidature # 9	Candidature # 10
EVALUATION TECHNIQUE // TECHNICAL EVALUATION											
Expertise et expérience du/de la candidat.e en matière de gouvernance au sein d'organisations internationales à but non lucratif et d'associations Expertise and experience with governance in international non-profit and membership-based organizations	0 - 5										
Expertise et expérience du/de la candidat.e en matière d'approches décoloniales, antiracistes et intersectionnelles Expertise and experience in decolonial, anti-racist and intersectional approaches	0 - 15										
Expertise du/de la candidat.e dans la compréhension et capacité d'analyse des rapports de force et des dynamiques organisationnelles Expertise of the application in understanding and ability to analyse power and organizational dynamics	0 - 15										
Qualité de l'offre technique/méthodologique proposée Quality of the technical/methodological offer	0 - 15										
Commentaires (Compétences linguistiques et capacités de communication ; Composition de l'équipe, diversité et points de vue ; etc.) Comments (Language and communication capacity; Team composition, diversity and perspectives; etc)											
Evaluation Technique Technical Evaluation (0 : Non conforme // Non compliant)											
EVALUATION FINANCIERE // FINANCIAL EVALUATION											
Respect Prix proposé Proposed price	0 - 5										
Commentaires Comments											
Rapport qualité prix	0 - 10										
Commentaires Comments											
Evaluation Financière Financial Evaluation (0 : Non conforme // Non compliant)											
Note FINALE // FINAL Grade		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Décision de sélection/non sélection Decision of selection/non-selection		Non présélectionné	Non présélectionné	Présélectionné							
Raisons principales de sélection/non sélection Main reasons explaining the decision											

Selection validated by Secretariat on
Selection validated by the Steering Committee on