Request for Proposal (RfP)
for
Roadmap for Energy Optimization of Port Operations at Syama Prasad Mookerjee Port, Kolkata

1. KEY DATES AND DETAILS

Event	Dates
Closing Time for Submission of Proposals	**22/07/2026 at 17:30 hrs IST.**
Pre-bid Queries from Bidders	**13/07/2026 up to 17:30 hrs IST.** Please send your queries to the following email ID only: procurement_gef6@iiec.org Pre-bid queries received after this deadline shall not be considered.
Method to Submit Proposal	**Proposals must be submitted to:** **Procurement Team** International Institute for Energy Conservation (IIEC) 944 Mitrtown Office Tower, 27 Floor, Suite no. S27089, Samyan Mitrtown, Rama IV Road, Wangmai, Pathumwan, Bangkok 10330, Thailand. ***E-mail:*** procurement_gef6@iiec.org The Bidder shall submit only an electronic version (in PDF format) of the proposal strictly in separate attachments as mentioned below – **Subject Line: Proposal *For 'Roadmap for Energy Optimization of Port Operations at Syama Prasad Mookerjee Port, Kolkata'*** **File 1: Technical Proposal (not more than 25 pages)** including expertise of firm/organization, approach, methodology, implementation/work plan and team members' CVs. The CV of each team member should not exceed 3 pages. However, CVs do not count as a part of 25 pages limit. **File 2: Financial Proposal (not more than 2 pages)** **File 3: Copy of Work Orders showcasing relevant experience. (not more than 15 pages)** **File 4: Certificate of Registration (legal status), Financial audited statement of last 3 years (not more**

	than 15 pages) (The proposal document should be single-spaced, 12-point Times New Roman font in Microsoft Word, at least one-inch margins) Proposals with conditional offers or variables, submitted in any manner other than as detailed in this section or submitted after the deadline, shall be deemed invalid and may be excluded from consideration.

2. BACKGROUND

Under the Global Environment Facility (GEF)-6 cycle, the United Nations Environment Programme (UNEP) is the lead implementing agency for managing the project 'Creating and Sustaining Markets for Energy Efficiency'. In India, the project is currently executed by Energy Efficiency Services Limited (EESL), as the 'Executing agency' and the International Institute for Energy Conservation (IIEC) as the 'Co-Executing agency' for this project.

The Syama Prasad Mookerjee Port Authority (SMPA), Kolkata (formerly Kolkata Port Trust), holds a unique position as India's oldest major port and its only premier riverine port system. Operating through two distinct dock systems—the **Kolkata Dock System (KDS)** and the **HDC (Haldia Dock Complex).** SMPA serves as the primary maritime gateway for the dense trade hinterlands of Eastern and North-Eastern India, as well as landlocked neighboring nations like Nepal and Bhutan.

As cargo throughput expands to meet accelerating regional economic growth, SMPA is faced with the dual challenge of scaling its operational capacity while minimizing its environmental footprint and optimizing resource expenditures. Managing a sprawling footprint of administrative offices, warehouses, workshops, extensive lighting networks, and heavy cargo-handling machinery requires a deliberate, systematic shift toward modern energy management.

The Indian maritime sector is currently undergoing an unprecedented structural shift toward sustainability, spearheaded by the Ministry of Ports, Shipping and Waterways (MoPSW). This initiative aims to decarbonize port operations and transition toward a low-carbon blue economy. This engagement is directly driven by three foundational national policy frameworks:

- **Harit Sagar – Green Port Guidelines:** This directive mandates that major Indian ports systematically quantify their carbon footprints and implement comprehensive action plans. Crucially, *Harit Sagar* dictates that greening efforts cannot happen in silos; they must engage the entire port ecosystem, including terminal operators, logistics providers, and concessionaires. It emphasizes deep interventions in "green building" design, energy-efficient operations, and phased electrification.
- **Maritime India Vision 2030 (MIV 2030) & Amrit Kaal Vision 2047 (MAKV 2047):** These long-term national blueprints establish aggressive milestones for reducing port emissions, mandating the adoption of renewable energy, transitioning heavy diesel-operated cargo-handling equipment to electric variants, and establishing standardized Shore Power Supply (SPS) capabilities at major berths.

- **Bureau of Energy Efficiency (BEE) Standards:** Domestically, port infrastructure must align with the evolving energy conservation building codes (ECBC) and efficiency standards for high-capacity industrial equipment (pumps, motors, and HVAC systems) promoted by the BEE.

To meet these national and global goals of the Syama Prasad Mookerjee Port, Kolkata, IIEC is seeking proposals to develop 'Roadmap for Energy Optimization of Port Operations at Syama Prasad Mookerjee Port (SMP), Kolkata'. This roadmap will serve as the master blueprint for deploying energy-efficient technologies and sustainable strategies across SMP.

3. ABOUT INTERNATIONAL INSTITUTE FOR ENERGY CONSERVATION (IIEC)

The International Institute for Energy Conservation (IIEC) was established in the USA in 1984 as a non-governmental, not-for-profit organization and has regional offices in India, the Philippines, and Thailand. IIEC's mission is to accelerate the global adoption of energy efficiency and renewable energy policies, technologies, and practices to enable economic and environmentally sustainable development. IIEC pursues this mission in developing countries and countries in transition through fieldwork undertaken by its regional offices. For the last four decades, IIEC has been providing solutions to the problems posed by the rapidly increasing energy demand in developing and industrializing countries. IIEC works with governments and the private sector to develop, implement, and evaluate energy efficiency and renewable energy policies, programs, and projects.

4. STUDY OBJECTIVE

The objective of this consultancy engagement is to develop a comprehensive, rigorous, and data-driven **Energy Optimization Roadmap** tailored specifically to the unique riverine and twin-dock operating structures of the Syama Prasad Mookerjee Port Authority (SMPA).

The study will serve as a foundational operational blueprint to achieve three core outcomes:

- **Reduce Energy Intensity:** Formulate metrics and interventions to drastically lower the energy consumed (kWh and fuel liters) per tonne of cargo handled.
- **Optimize Base-Load Power:** Identify structural inefficiencies, leakages, and peak-load variances across the port estate to optimize continuous base-load power consumption.
- **Lower Operating Costs:** Translate energy and carbon savings into direct, quantifiable financial relief by reducing utility bills, fuel expenditures, and maintenance overheads.

To realize these objectives, the selected consultant will conduct deep dive technical and financial evaluations across three primary material levers:

- **Energy Efficiency in Operations and Buildings:** Designing performance improvement pathways for built infrastructure (offices, warehouses, workshops), lighting networks, HVAC setups, high capacity industrial pumps, electric motors, and energy intensive cold chain/refer operations in compliance with BEE codes.
- **Electrification of Equipment and Logistics:** Structuring a phased, practical transition model for cargo-handling equipment (cranes, reach stackers, forklifts) and port-owned vehicles away from

internal combustion engines (ICE) toward electric drivetrains. This includes assessing the pre-feasibility of internal port trucking and drayage electrification.

- **Shore Power Supply (SPS/OPS):** Delivering a dedicated pre-feasibility framework for the expansion and utilization of Shore Power (Cold Ironing) at prioritized berths, fully aligned with the Directorate General of Shipping (DGS) recommended standards and international IEC/IEEE 80005 references.

Ultimately, this study will transition SMPA from a traditional energy-consumer framework into a highly optimized, sustainable, and future-ready green port ecosystem, delivering an actionable, sequenced investment and operational blueprint through **2030** and **2047**.

5. BOUNDARY FOR THIS ENGAGEMENT (PORT-SIDE FOCUS)

The study shall focus only on port-side energy consumption specifically, grid electricity and fuel utilized within the geographic boundary of SMPA by port-operated assets. Energy consumed by vessels for main propulsion and auxiliary power generation during transit and berth is excluded from this scope.

At the same time, India's green port policy frameworks explicitly reference the broader port ecosystem (terminal operators, logistics service providers, etc.). For example, Harit Sagar frames action "at Major Ports with participation of all stakeholders including Terminal Operators, Logistics Service Providers, Shipping Lines etc." and calls for action plans covering "all the components of the Port ecosystem contributing to the carbon footprint."

Accordingly, the baseline and roadmap will be structured with two lenses:

- Organizational lens: energy consumption directly tied to operations/assets controlled by SMPA.
- Port-ecosystem lens (recommended): energy-intensive operations managed by key actors within the estate (port authority + major PPP terminal operators/concessionaires + in-port logistics where feasible), aligned with Harit Sagar, Maritime India Vision 2030 and Amrit Kaal Vision 2047 approaches.

6. SCOPE OF WORK

The scope of work is structured into the following key tasks that the agency shall undertake to meet the study objectives:

<u>Phase I: Baseline Determination with Workstreams</u>

Objective

Build an auditable baseline of port-side energy use and identify a quantified abatement pipeline across four dedicated workstreams.

Key Considerations

- **Energy Accounting and Auditing:** Establish comprehensive boundaries for all electricity and fossil fuel consumption across port-side operations. This must include a comprehensive GHG inventory for HDC operations in line with the GHG Protocol (Phase I, II, and relevant Phase III categories applicable to port operations). Align monitoring and reporting methodologies with ISO 50001 (Energy Management Systems) and the structured frameworks used in the PAT Scheme to ensure a rigorous, auditable baseline.
- **Energy Conversion Standardization:** Standardize the measurement of all incoming energy sources (e.g., High-Speed Diesel, grid electricity) by converting them into a uniform thermal or energy unit, such as Tonnes of Oil Equivalent (TOE) or Kilowatt-hours (kWh), allowing for accurate aggregation of total energy demand.
- **Key Normalization Metrics:** Utilize energy per tonne of cargo handled as the primary metric, which is explicitly referenced for energy intensity improvement under the Harit Sagar guidelines.

Workstream 1: Energy Efficiency in Operations (Buildings, Cold Storage, Utilities)

- **Equipment Inventory and Metering Map:** Cover lighting towers, HVAC systems, pumps, conveyors, workshops, offices, warehouses, reefer points/cold storage, and substations.
- **Building Efficiency Alignment with BEE Codes:** Align with the Harit Sagar mandate for all new buildings to adopt a "Green Building" concept.
    - Utilize BEE's building codes (ECBC and the newer Energy Conservation and Sustainable Building Code) to provide structured requirements and performance pathways appropriate for port estates with large non-residential building stock.
    - Opportunity Assessment: Evaluate LED retrofits, smart lighting controls, VFDs, high-efficiency motors, HVAC optimization, building envelope improvements, cold-chain optimization, and maintenance/O&M SOP improvements.

Workstream 2: Energy Efficiency through Electrification of Logistics and Equipment

- **Baseline:** Document the current fleet and fuel use for cargo-handling equipment and port vehicles (and optionally in-port contractor fleets, where data-sharing is feasible).
- **Pathway Design:** Align with Harit Sagar guidelines encouraging the phasing of cargo-handling equipment and vehicles toward electric and low-carbon fuels, with preference given to electric/green-fuel-compatible equipment in future procurements**.**
    - Align with MIV 2030 mandates for the electrification of cargo-handling equipment across ports.
    - Charging Infrastructure Plan: Perform electrical load assessments, design substation upgrades, and formulate a charging strategy (encompassing depot charging, opportunity charging, and fast chargers at strategic points).

Workstream 3: Shore Power / Onshore Power Supply (SPS/OPS)

- **Policy and Standards Alignment:**
    - Align with Harit Sagar's Guidelines phased shore-to-ship targets (reaching EXIM vessels by 2025).
    - Adhere to the Directorate General of Shipping's recommended standards for Shore-to-Ship Power Supply (2025), which describe scope applicability to all major and non-major ports and calling ships, referencing international technical standards (IEC/IEEE 80005 series).
- **Technical Pre-Feasibility:** Develop berth-wise power demand profiling, incorporating strategies for integrating green/renewable energy power, and identify explicit utilization barriers alongside necessary financial and operational incentives
- **Utilization Strategy:** Engage shipping lines and terminal operators and define optional incentive levers consistent with Harit Sagar's "incentive measures" concept.

Workstream 4: Decarbonization and Carbon Neutrality Pathway & Strategy

- **Policy and Standards Alignment:**
    - Develop a Net Zero Roadmap with phased targets and milestones for 2030, 2035, and 2047.
    - Recommend priority interventions: renewable energy expansion, fuel switching, equipment electrification, and nature-based solutions.
    - Identify gaps between the current trajectory and carbon neutrality targets.
    - Recommend appropriate carbon offsetting strategies for residual emissions.
    - Advice on alignment with IPCC 1.5°C pathways and SBTi frameworks.
    - Integrate emission reductions and offsetting into a structured neutrality framework, including a carbon neutrality management plan.
    - Establish interim carbon intensity targets aligned with India's Nationally Determined Contributions (NDCs) and define absolute reduction targets with a specified base year using a three-tier framework:
        - **:** Formulate a strategy for addressing residual emissions through carbon credit generation and/or procurement aligned with selected market mechanisms.
- **Technical Pre-Feasibility:** Conduct demand profiling, evaluate equipment electrification, assess renewable energy generation, study the use of clean fuels and electric vehicles, and plan for plantation/green belt initiatives.
- **Utilization Strategy:** Engage all stakeholders and ensure strict compliance with MAKV 2047 targets.

<u>Phase II: Growth Plans and Impact on the Workstreams</u>

Objective

Ensure the developed pathways remain valid under future cargo growth, terminal expansions, and masterplan updates.

Key Tasks

- **Project Pipeline Review**: Review approved and pipeline projects affecting energy demand within the port estate boundary, this includes evaluating new terminals/berths, mechanization initiatives, (noting that major ports are increasingly allocating land for port-led industrialization, signaling a significant infrastructure scale-up).

Scenario Development: Based on the pipeline review, develop distinct energy demand scenarios (e.g., conservative, base, and high-growth scenarios) to forecast and stress-test future electrical load requirements.

Phase III: Development of Pathways

Objective

Convert the identified opportunity set into a prioritized, investable pathway with clear sequencing and decision logic.

Key Tasks

- **Best Practice Identification:** Identify options using national and international best practices, with explicit mapping to Harit Sagar, MIV 2030, and MAKV 2047 levers. Incorporate global knowledge bases, such as IAPH climate/energy initiatives and the IAPH–World Bank synthesis emphasizing equipment electrification and onshore power for vessels at berth.
- **Techno-Commercial Evaluation:** Evaluate CAPEX/OPEX, lifecycle costs, abatement potential, , implementation risks, vendor readiness, operational disruption risks, marginal abatement cost curves (MACC), and prioritization logic.
- **Roadmap Formulation:** Develop a phased investment plan divided into near-term "no-regrets" actions, medium-term infrastructure enhancements, and long-term fuels readiness. Design a governance framework and KPI dashboard and recommend procurement packages and tender-ready specifications at a conceptual level (without supporting implementation).

7. DELIVERABLES

The selected agency shall provide the following deliverables over the course of the assignment. All deliverables must be structured to directly support internal decision-making and external reporting expectations under the *Harit Sagar* guidelines and aligned national programs. All reports and documents must be submitted in English, delivered in professionally formatted and edited Microsoft Word and PDF formats, and include all necessary data tables, analytical graphs, and technical annexures.

i. **Inception Report with Detailed Work Plan:** Detailed technical methodology, stakeholder engagement matrix, and finalized project execution timeline.

ii. **Energy Baseline & GHG Inventory Report**: Comprehensive port-side energy boundaries (standardized to TOE/kWh), energy intensity metrics (per tonne of cargo handled), a data quality assessment, a formal Scope 1, 2, and 3 GHG footprint, and an MRV/metering improvement plan.

iii. **Workstream Opportunity Registers:** A prioritized matrix mapping efficiency options across

buildings, cold chains, utilities, and cargo fleet logistics, complete with quantified energy/emissions abatement, cost ranges, and implementation dependencies.

iv. **Shore Power Pre-Feasibility Note:** An onshore power supply framework, featuring berth-wise demand profiling and prioritization, grid capacity assessment and proposed operating/tariff models.

v. **Roadmap for Energy-Efficient Technologies (including Growth Scenario Impact Assessment):** A sequenced action plan detailing short- to medium-term interventions through 2030, alongside long-term readiness strategies toward 2047 targets, structurally aligned with the Harit Sagar Guidelines and adjusted for forecasted cargo/infrastructure growth scenarios.

Exclusions:
This engagement explicitly excludes implementation support, including but not limited to procurement execution, EPC oversight, detailed engineering design, project management for construction, and commissioning support.

8. PAYMENT SCHEDULE AND TIMELINES

The shortlisted Organization/Agency is expected to complete the deliverables as per the timelines mentioned below:

Deliverables (Refer Clause No.7)	Timeline (Weeks)	Percentage of Total Contract Value
Deliverable (i)	Within 2 weeks from the inception meeting	20% of the contract value
Deliverable (ii)	Within 6 weeks from the date of the award of the contract	20% of the contract value
Deliverable (iii)	Within 10 weeks from the date of the award of the contract	20% of the contract value
Deliverable (iv)	Within 12 weeks from the date of the award of the contract	20% of the contract value
Deliverable (v)	Within 16 weeks from the date of the award of the contract	20% of the contract value

Note: If the selected agency cannot complete the deliverables/milestones within given timelines, then the timelines may either be extended (without additional cost) or contract may be short closed. In case of short closing of the contract, only the payment of the completed deliverables/milestones shall be paid to the Consultant.

9. SUBMITTAL & REPORTING

Interested organisations/agencies must provide information indicating that it is qualified to perform the services, along with budgetary quotes, by submitting separate proposals as described above via email to procurement_gef6@iiec.org with the subject as ***Proposal for 'Roadmap for Energy Optimization of Port Operations at Syama Prasad Mookerjee Port, Kolkata'*** in the subject line by **22 July 2026 at 17:30 hrs IST**.

Proposals should include the following information.

- Brief background about your organisation.
- Organizational & team's relevant experience.
- A narrative outlining the vision for the work along with the suggested methodology, work plan, and/or other technical inputs for the assignment.
- Team composition and individual qualifications & experience.
- References of similar projects/studies with contact details (email and telephone).
- Budget information. The Organization/Agency should submit a detailed cost proposal in USD only.

10. QUALIFYING REQUIREMENTS

- The bidder should have a legal status in India enabling the firm to carry out the assignment.
- The bidder should have average annual turnover for the last three financial years should be of USD 500,000.
- The bidder must be an established organization with at least 5 years of operations as on the bid submission date.
- **Core Sector Experience (Minimum 1 project each):**
  - **Energy Efficiency & Auditing:** The bidder must have executed at least 1 project with Ports or Maritime Boards focusing on energy efficiency and auditing.
  - **Maritime & Infrastructure:** The bidder must have executed at least 1 advisory project with Ports or Maritime Boards covering port master planning, infrastructure structuring, or port operations.
- **Specialized Domain Experience (Minimum 1 project per domain):**
  The bidder must have completed at least 1 project in each of the following technical domains with State Govt. / Central Government / PSUs / Multilateral Agencies / private firms:
  - **E-Mobility & Electrification:** Experience in fleet electrification, charging infrastructure planning, load/substation assessment, or grid integration.
  - **Decarbonization Strategy:** Experience in developing Net-Zero Roadmaps, Science-Based Targets (SBTi), Marginal Abatement Cost Curves (MACC), or carbon neutrality plans.
  - **Energy Optimization:** Development of roadmaps for energy optimization in heavy industries, buildings, or ports.

Note: Bidders shall submit the relevant supporting documents showcasing their qualifications and experience relevant to the qualifying criteria mentioned above. However, IIEC holds the right to seek any additional documents during the evaluation process as deemed necessary.

11. EVALUATION CRITERIA

The evaluation of bids shall be done on Quality Based Selection with **75%** (Seventy Five percent) weightage to technical score and **25%** (Twenty Five percent) weightage to financial bid. The following are the qualification criteria for the selection of organization/agency.

- Pre-screening: All applications meeting the minimum eligibility criteria and conformance to the application content requirements will be evaluated by the Evaluation Committee (EC).
- Final Evaluation: The proposals will be evaluated based on the marks obtained as per the criteria provided below against each category by the EC.

Parameters	**Marks**	**Maximum Marks**
Quality of Technical Proposal ***Sub-Criteria:*** a. Adequacy of the proposed methodology in responding to the Terms of Reference. b. Technical approach and work plan. c. Specific experience of the proposed team members.	20 20 15	**55**
Specific experience of the Organization/Agency relevant to the assignment	20	**20**
Bid cost competitiveness	25	**25**
TOTAL		**100**

12. TEAM COMPOSITION AND EDUCATIONAL & PROFESSIONAL QUALIFICATIONS

S. No	**Role**	**Minimum Number of professionals**	**Minimum Education Qualification**	**Minimum Experience Criteria**
1	Team Leader / Project Lead	1	Bachelor of engineering / technology (B.E. / B. Tech.) or equivalent	A minimum of 20 years of total professional experience is required, with at least 15 years of experience in energy efficiency, clean energy/ transportation, decarbonization, programme management, and advisory assignments for Government/ PSU/ private/ multilateral clients.
2	Port Operations Expert	1	Bachelor of engineering / technology (B.E. / B. Tech.) or equivalent	A minimum of 10 years of total professional experience is required in ports, maritime infrastructure, logistics, project monitoring, PPP / transaction advisory, contract administration, and port-sector consulting. Should have experience

S. No	Role	Minimum Number of professionals	Minimum Education Qualification	Minimum Experience Criteria
				of working with Major Ports, Ministry of Ports, Shipping and Waterways, IPA, and port authorities.
3	Decarbonisation Expert	1	Bachelor of engineering / technology (B.E. / B. Tech.) or equivalent	A minimum of 10 years of total professional experience is required, with at least 10 years of experience in the shipping and ports sector, with a focus on energy efficiency, sustainable maritime operations, or technical consulting specifically focused on the maritime sector.
4	Electric Vehicle / Equipment Electrification Expert	1	Bachelor of engineering / technology (B.E. / B. Tech.) or equivalent	A minimum of 10 years of total professional experience is required, with at least 10 years of experience in electric mobility, EV charging infrastructure, transport decarbonization, demand response, renewable energy integration, EV policy, grid impact assessment, charging business models, and implementation support. Should have experience in EV charging strategy, fleet electrification, EV-grid integration, and stakeholder engagement with Government / PSU / multilateral clients.
5	Building Energy Efficiency Expert	1	Bachelor of engineering / technology (B.E. / B. Tech.) or equivalent	A minimum of 8 years of total professional experience is required, with at least 8 years of experience in building energy efficiency, ECBC / ENS implementation, carbon assessment, energy modelling, low-carbon buildings, energy-efficiency policy support, building registry/database development, and stakeholder capacity building.
6	Financial Expert	1	Bachelor's degree in finance / MBA or equivalent	A minimum of 8 years of total professional experience is required, with at least 8 years of experience in financial modelling, techno-commercial assessment,

S. No	Role	Minimum Number of professionals	Minimum Education Qualification	Minimum Experience Criteria
				infrastructure finance, energy efficiency financing, EV financing, business model development, investment assessment, lifecycle cost analysis, and viability assessment. Experience in carbon / energy efficiency financing, e-mobility financing, and public-sector / multilateral advisory shall be preferred.

The agency shall also demonstrate the availability of backstopping support and availability adequate support staff/resources for supporting the project team in conducting various tasks of the assignment.

13. INSTRUCTIONS FOR BIDDERS

- Bidders are requested to submit the complete proposal as mentioned on Page 1 of this RFP document.
- Files/ Folders greater than 20 MB in size will not be delivered in the above-mentioned email ID resulting in non-submission of the bids.
- The bidders can submit the proposal and documents in a maximum of two separate emails due to the size limitations of email as mentioned above.
- Submission of bids through any open source or links to shared drives such as Google Drive, OneDrive, WeTransfer, Dropbox etc. shall not be entertained and will stand disqualified.
- Project references and the associated documentary evidence should be easily identifiable for ease of evaluation.
- Submission of Financials should indicate the component of local taxes, as applicable.

14. TERMS AND CONDITION

- JV/consortium or any kind of sub-contracting shall not be allowed for this assignment.
- The maximum cumulative liability of the Agency/ agency entering a contract with the Client shall be limited to the Contract Value.
- IIEC is under no obligation to accept any proposal or part thereof received in response to this study.
- IIEC reserves the right to seek clarification or request any additional documents as deemed necessary. Furthermore, the IIEC reserves the right to modify or cancel the RFP (including extending the deadline for the receipt of proposals) without justification or compensation payable to the bidder.
- It will be at IIEC's discretion that it may accept request for an interim payment based on the situation of the ongoing project.
- IIEC will not reimburse bidders' expenses, including those related to responding to this RFP. In case any additional tasks are required, the agency should seek prior approval in writing from IIEC.

- Confidentiality: All data and information received from IIEC and partner organizations, provided to the agency for this assignment is to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference (a specific separate confidentiality agreement may be agreed between the Consultancy and IIEC, if needed to provide information more freely). All intellectual property rights arising from the execution of these Terms of Reference are assigned to IIEC. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of IIEC and its partner organizations.