



REPUBLIC OF ANGOLA
MINISTRY OF PLANNING
ACCELERATE ECONOMIC DIVERSIFICATION AND JOB CREATION PROJECT

TERMS OF REFERENCE

SENIOR SPECIALIST IN PUBLIC-PRIVATE PARTNERSHIPS (PPP)

REF: 3ACS2/MINPLAN/24

1. CONTEXT

The Angolan government has signed a contract with the International Bank for Reconstruction and Development (IBRD) of the World Bank Group to finance the Project to Accelerate Economic Diversification and Job Creation, for a total of US\$ 300,000,000 (Three hundred million US dollars).

The project aims to increase private investment and the growth of Micro, Small and Medium-sized Enterprises (MSMEs) in non-oil sectors, with a focus on the Lobito corridor (Benguela, Huambo, Bié and Moxico provinces).

The guiding principles of the Project include: i) promoting sustainable, geographically balanced economic transformation driven by the private sector through the development of the Lobito Economic Development Corridor; and ii) developing the private sector to create more jobs, mobilize private capital for productive infrastructure (especially in sectors such as logistics and processing), and support the growth of financial and business support services, with a focus on MSMEs, particularly those owned by women.

The Project will combine support at the national level (e.g., strengthening the regulatory and institutional framework for private investment, trade, and finance) with support focused on the provinces of the Lobito Economic Development Corridor, including catalytic investments in productive infrastructure and improving government services to businesses (e.g., for starting and operating companies). The Project will be implemented from 2024 with the end scheduled for 2029.

The project design was based on recent literature on productivity and spatial development, as well as on analytical work and lessons from other operations in Angola and Africa. Additionally, the project is integrated into the National Development Plan 2023-2027 and coordinated with other government programs (examples: PRODESI, PREI, PDAC, MOSAP).

The project aims to achieve this objective through four (4) interconnected components to be implemented simultaneously, following the logical sequence of activities for each component.

Component 1 - Favorable environment for trade, investment and financing, which has the following sub-components:

i. **Trade facilitation:**

- a) Regulatory improvements to increase efficiency levels in the import/export/transit of goods processes; and
- b) Technical assistance and IT systems (JUCE and Customs/AGT support systems), equipment and small works to implement the CNFC action plan, priority reforms of border infrastructure.

ii. **Improving the environment for companies to enter and operate:**

Simplification of procedures for company registration, licensing, granting of surface rights and systems/equipment, to raise the efficiency levels of G2B services in the focus provinces.

iii. **Development of financial services:**

- a) Technical assistance to support access to finance, including revisions to the regulatory framework and investments in financial infrastructures (CRGM, digital payments);
- b) Development of new financial products for MSMEs; and
- c) Support for the implementation of the insolvency legal framework.

Component 2 - Catalytic investments in productive infrastructures, which has the following sub-components:

i. **Identify and support strategic sub-projects as entry points for private sector investment in low-carbon and climate-resilient productive infrastructure in the Lobito Economic Development Corridor.**

The project will promote private sector participation to ensure a sustainable business model and potentially mobilize private investment through PPPs for sub-projects with confirmed viability in critical productive infrastructure for processing, logistics, and service provision for value chain development, such as Industrial Development Hubs (IDHs) and Logistics Platforms (LPs) along the Lobito Economic Development Corridor. It is expected that this component will support three to four sub-projects. This component aligns with Pillar 4, 'Strengthening Policies and Institutions to Build Back Better,' of the Global Crisis Response Framework (GCRF), supporting climate-sustainable investments in productive infrastructure.

ii. **It will support the development policies of a National Network of LPs and the Industrial Development Strategy in the Lobito Economic Development Corridor.**

This support aims to promote private sector investments by improving the Government's capacity and strengthening the capabilities of governmental institutions to maximize value chains, market linkages, and economic opportunities with local businesses and producers, particularly women. The interventions within this component will be informed by a Climate-Resilient Strategic Master Plan for the Economic Development of the Lobito Corridor (the 'Lobito Master Plan'). The Lobito Master Plan will support private investments along the critical nodes of the main value chains. It will update and refine existing plans to advance areas of comparative advantage at the provincial level, considering climate vulnerability assessments, with the goal of implementing policies that promote PPP schemes for the development of LPs and IDHs, selecting and prioritizing climate-

resilient projects and last-mile infrastructure to withstand climate-induced shocks during the lifespan of the relevant sub-projects.

- iii. **The Lobito Master Plan will develop and adopt a holistic framework for assessing the viability and structuring of sustainable and climate-resilient LPs and IDHs, as well as any sub-projects and last-mile infrastructure to be designed and built under this component.** This framework will inform the best location and identify sub-projects in areas less exposed to climate risks. It will provide tools to ensure that the infrastructure to be built is resilient to climate-related shocks, including resources for water storage, flood retention walls, permeable paving surfaces, etc. It will also include ecological benefits, such as the use of renewable energy to power sub-projects, smart energy meters, solar-powered street lighting, rainwater collection, water recycling, waste separation into different categories, building design based on green construction standards like passive cooling technologies, deforestation prevention, development of ecological buffer zones, and supply chain tracking of construction materials.

Sub-component 2a. Strengthening the capacity to develop productive infrastructures under the PPP regime

- iv. **This sub-component aims to improve the capacity of the National Directorate for Public-Private Partnerships (DNPPP) and other agencies, including ARCCLA, MINDCOM bodies, and Provincial Governments in the Lobito Economic Development Corridor, to manage operations and technical advisory services,** oversee the feasibility assessment of PPP candidate projects, negotiate with the private sector, take PPP projects to financial closure, and monitor PPP projects both before and after financial closure, including during the project start-up phase. The sub-component will fund (i) technical assistance for activities supporting the development of a climate-resilient commercial corridor, such as the Lobito Master Plan, investor demand analysis, spatial development strategies and transport/logistics diagnostics, public policies, sectoral analyses, integrated consultancy services, investment planning and financial analysis, climate risk assessments, and other advisory support related to PPPs; (ii) domestic and international training, workshops, exchange programs and study visits, training to empower teams from DNPPP, ARCCLA, MINDCOM bodies, and provincial governments in the Lobito Economic Development Corridor to achieve the objectives set out in the PDN 2023-2027; and (iii) public awareness campaigns, investment workshops and conferences for the launch and promotion of PPP project tenders, as well as the implementation of a website for the DNPPP. A business plan will be developed for the DNPPP to clarify staff structure, required resources, capacity building, and a pipeline of climate-resilient projects. Ministries and provincial administrations with PPP sub-projects selected under this sub-component will also benefit from technical assistance and capacity building.
- v. **Capacity building and training will be gender-sensitive and will include concessionaires and workers from LPs and IDHs, aiming to comply with environmental, climate resilience, and social standards and best practice codes.** The project will support training on compliance with applicable standards and best practice codes from the International Organization for

Standardization (ISO) and national standards regarding climate-resilient construction, fire safety, and the storage and disposal of hazardous waste. The training may be conducted at existing IDHs and can support workforce skills based on demand, with a particular focus on enhancing the skills of women and preventing gender discrimination, sexual exploitation, abuse, and harassment. MINPLAN will coordinate all studies and training activities in collaboration with MINDCOM, ARCCLA, provincial governments, and relevant stakeholders.

Sub-component 2b. Due diligence for productive infrastructure PPP

- vi. **This activity will support the development of some 'pilot' PPP transactions confirmed by the Government that meet the project selection criteria, as well as the creation of a Project Preparation Fund (PPF).** The activity will provide resources for carrying out detailed due diligence on selected productive infrastructure PPP transactions to ensure credible market projects. This will include financing for (i) investment assessments, value-for-money (VfM) analysis, and PPP feasibility studies, including climate resilience studies to be integrated into project design; (ii) consultancy services for project structuring; (iii) the establishment of a PPF; (iv) environmental and social impact assessments; and (v) campaigns to attract investors and raise market awareness.
- vii. The Caála LP and the development of the Catumbela IDH are two pilot PPP projects that may be supported by Diversifica+. The Government selected these two sub-projects based on the following criteria: (i) economic impact (job creation, economic diversification, value chain development, reduction of energy use, and resource optimization across the value chain through the creation of a less carbon-intensive supply chain); (ii) priority under the National Development Plan; and (iii) high likelihood of commercial and economic viability and readiness for implementation, including demonstrated attractiveness to the private sector and VfM. Activities under this sub-component will refine the government's feasibility studies to confirm the viability of these sub-projects as PPPs, identify and promote the construction of climate-resilient last-mile infrastructure, and launch these sub-projects into the market. The selection of 'pilot' sub-projects may change as due diligence on their feasibility is conducted and other sub-projects are identified.
- viii. Simultaneously with the feasibility studies for the 'pilot' PPPs, this sub-component will finance the design and implementation of a Project Preparation Fund (PPF). The project will fund the establishment and capitalization of a PPF of up to \$10 million, which has not yet been designed. The PPF is expected to initially finance the preparation of PPP transactions selected under this component that meet the criteria outlined above, which include demonstrated private sector demand and the integration of climate change adaptation and mitigation into the sub-project designs.
- ix. **This activity will fund climate-resilient last-mile infrastructure to encourage private investment in PPPs for productive infrastructure, transforming state-owned and controlled land into serviced land for greenfield sub-projects and expansions, such as LPs and IDHs.** The

government can incentivize the private sector to participate in PPPs by funding last-mile infrastructure, which private investors are hesitant to finance. Last-mile infrastructure may include works such as land preparation and development, access road rehabilitation, sewage systems, power distribution lines, water supply lines, buildings, railway branches, perimeter walls, central effluent treatment, energy supply, and water purification. Last-mile infrastructure will have a strong focus on agricultural commercialization and processing to close gaps in agribusiness supply chains, including facilitating access to LPs and IDHs. This infrastructure may include the rehabilitation of up to 10 km of last-mile road segments, energy and water interconnections, telecommunications, and other small-scale infrastructure aimed at linking public and private investment around economic opportunities for both agro-industry and smallholder farmers. Feasibility studies, technical project design, and construction of last-mile infrastructure will include climate adaptation and mitigation elements, such as adopting stricter flood protection standards, peripheral rainwater collection facilities, renewable energy, and energy efficiency improvements. The bidding criteria for contractor selection will reward innovative and replicable technologies for climate-resilient and eco-friendly last-mile infrastructure construction.

- x. **A long list of locations requiring last-mile infrastructure improvements will be identified and prioritized using a set of climate-informed criteria aligned with the project's objectives.** To assist in prioritization, an assessment under the Lobito Master Plan will be conducted, including climate risk, to update previous market diagnostics. The selection criteria will include economic viability, public goods characteristics, sustainability, attraction of private sector investment in PPPs for productive infrastructure, and resilience to natural disasters. The identification process will also be supported by sub-project feasibility studies and will adopt a consultative process involving provincial authorities and private sector investors. Specifically, to ensure efficiency and impact of the outcomes, the feasibility studies for the Caála LP and the Catumbela IDH will also identify relevant last-mile infrastructure in the first year of the project's implementation. The list of last-mile infrastructure will be reviewed and approved by the World Bank with input from the IFC.

Component 3 - Strengthening companies' capacities and access to finance, which has the following sub-components:

- i. **Strengthening business capacity and technology adoption:** the sub-component includes a diagnosis of business capacity, development of management skills and technological adoption to facilitate access to new markets, access to finance and connection to market opportunities; and
- ii. **Partial credit guarantees - risk sharing to promote loans to companies:** capitalization of a window dedicated to the Project and technical assistance to strengthen the capacity of the Credit Guarantee Fund.

Component 4 - Project Management, Monitoring and Evaluation, focusing on Project Management, Monitoring and Evaluation (M&E). The component covers project management, environmental and social safeguards, public procurement, financial management, monitoring and evaluation and capacity

building of implementing entities. It will include support for the preparation and implementation of instruments to mitigate environmental and social risks and impacts related to project implementation, including a grievance redress mechanism (GRM).

With the aim of achieving the project's objectives, focusing on component 2, the Project Implementation Unit (PIU) intends to hire the services of a Senior PPP Specialist, including productive infrastructure projects, in accordance with the profile described below.

Institutional Architecture of the Project – The project will be implemented by the Ministry of Planning (MINPLAN). Component 2 of the project will be the responsibility of DNPPP, in coordination with ARCCLA, IDIIA, and other interested stakeholders. MINPLAN has established a Project Implementation Unit (PIU) responsible for managing the project and coordinating between relevant parties. The PIU ensures the achievement of the project's goals and targets, guaranteeing its successful implementation, including the procurement of services and goods; financial management; monitoring, reporting, communication; evaluation and communications with the public, as well as engagement and protection of the environment and citizens' rights.

In addition to a Project Manager, the PIU includes the following staff: Financial Management Specialist, Procurement Specialist, Environmental Specialist, Social Specialist, Communications Specialist, Accountant, Internal Auditor, Monitoring and Evaluation Specialist, PPP Assistant, Procurement Assistant, Social Assistant, Environmental Assistant, and administrative support staff.

The Senior PPP Specialist always collaborate directly with DNPPP to achieve the project's objectives.

2. OBJECTIVE OF THE HIRING

The objective of hiring the Senior PPP Specialist is to operationalize the functions of the UIP, providing technical assistance and support to the Project Coordinator in the implementation and monitoring of activities related to component 2. The activities, as described above, are related to investments in productive infrastructure, last-mile infrastructure, as well as the planning, management, and implementation of component activities, ensuring the proper execution of tasks and the optimization of synergies between the 4 components of the project, along with maintaining good relationships with the involved partners.

The working approach will be based on the Specialist's international experience in conducting PPP Projects and similar programs, with a focus on building the capacity of the DNPPP team, so that by the end of the project, the know-how of the Senior PPP Specialist will have been transferred and solidified within MINPLAN.

The Senior PPP Specialist will report directly to the Project Coordinator and will be supported by the PPP Assistant.

3. SPECIFIC RESPONSIBILITIES OF THE SENIOR SPECIALIST IN PUBLIC-PRIVATE PARTNERSHIPS

Under the supervision of the Project Manager and in coordination with DNPPP, the Senior PPP Specialist will have the following specific responsibilities within the PIU:

- a) Support and advise the PIU, DNPPP, ARCCLA, IDIIA, GPDEIs, and other implementing entities in all matters related to the implementation of activities for component 2 of the Diversifica Mais Project, developing quarterly work plans to ensure the success of this component;
- b) Identify and support strategic sub-projects as entry points for private sector investment in low-carbon, climate-resilient productive infrastructure in the Lobito Economic Development Corridor, as well as identify international consultants who will provide support for these projects;
- c) Prepare all Terms of Reference for component 2 activities, including feasibility studies, structuring, and implementation of specific PPP transactions, coordinate the gathering of all necessary inputs for their preparation, promote consultations with stakeholders, and include qualification criteria to ensure that the consultancies have the skills, competencies, and qualifications required to meet the expected milestone;
- d) Support the PIU Procurement Specialist in preparing tender documents, terms of reference, technical specifications, and defining the evaluation criteria and contract negotiations for consultancies for component 2 activities;
- e) Participate in the evaluation committees for the hiring of consultancies and contractors for component 2 activities;
- f) Provide technical support in identifying, evaluating, and structuring viable productive infrastructure projects in the Lobito Economic Development Corridor, advising the Project Coordinator and staff from DNPPP, ARCCLA, and other entities on the execution of specific PPP transactions, and transfer skills to local counterparts throughout all phases of the PPP process until implementation;
- g) Provide technical support in identifying and prioritizing last-mile infrastructure in the Lobito Economic Development Corridor, advising the Project Coordinator and staff from DNPPP, ARCCLA, and other implementing entities on specific last-mile infrastructure and transferring skills to local counterparts;
- h) Organize field visits with the support of the PPP Assistant, schedule meetings and visit locations during various consultancy and World Bank supervision missions;
- i) Organize and participate in events, workshops, roundtables, including preparing information for dissemination, defining the theme and objectives, event format, target audience, selection of speakers and moderators, including participation as a speaker and/or moderator, among others. The PIU's administrative area should assist with all necessary logistics, such as preparing and distributing invitations, identifying the venue, contracting services, etc.;
- j) Develop a capacity-building plan for PPPs for various Ministries, Provincial Governments, and implementing Agencies, covering the entire ecosystem of component 2, and ensure its implementation;

- k) Develop a training program for DNPPP, with its support, in the form of “On-the-Job Training,” including a schedule of activities where technicians will work directly with the Senior PPP Specialist on tasks related to sub-projects and component 2 activities;
- l) Serve as the PIU’s focal point for component 2, assisting the PIU, DNPPP, ARCCLA, IDIIA, GPDEIs, and other implementing entities in interfacing with consultants hired for technical assistance, contractors for infrastructure works, and other agents involved in the implementation process of component 2, monitoring performance and ensuring that contracts are executed within the agreed terms and deadlines;
- m) Monitor the execution of sub-projects and activities under component 2, with the goal of customizing them to Angola’s context;
- n) Support the PIU Coordinator and DNPPP in promoting and publicizing the Diversifica Mais Project, focusing on component 2, as well as in the dialogue with public and private sector actors, neighboring countries, countries interested in investing in the Lobito Economic Development Corridor, financial institutions, non-governmental organizations, civil society, and other stakeholders to ensure the project's objectives are achieved;
- o) Proactively contribute to the successful development of the Lobito Economic Development Corridor Master Plan, including coordinating the collection of information and data from the Government of Angola and other stakeholders, organizing stakeholder consultation workshops, and contributing to the establishment of institutional governance for its implementation;
- p) Lead the creation and monitoring process for the Project Preparation Mechanism (PPM), with the support of DNPPP, overseeing the work of the hired consultancy and resolving bottlenecks, including coordinating the collection of information and data from the Government of Angola regarding applicable regulations, identifying banks that could act as trustees or other forms of custodianship for such mechanisms to ensure the timely creation of the PPM, within the terms and deadlines agreed between the IBRD and MINPLAN, and providing technical support in drafting the specific PPM regulation;
- q) Support the administrator of the Project Preparation Mechanism during its implementation phase, ensuring compliance with the regulation;
- r) Provide all technical support to DNPPP and other Diversifica Mais Project implementers in the preparation, structuring, negotiation, and implementation of PPPs/Concessions, observing all applicable Angolan legislation, especially regarding PLs and PDIs (particularly the Caála Logistics Platform and the Caála Industrial Development Hub), ensuring the application of international best practices related to Value for Money, fiscal responsibility, transparency of procedures and decisions, financial sustainability, and socio-economic benefits of the projects, ensuring continuous and high-quality reporting to stakeholders;
- s) Review and approve all deliverables as per component 2 consultancy contracts, including (i) pre-feasibility and feasibility studies (socio-economic and financial, technical, legal, environmental, and social feasibility studies, climate resilience analyses, and commercial feasibility of productive infrastructure, including logistics platforms and industrial development hubs), (ii) studies and

- technical specifications for last-mile infrastructure works, (iii) infrastructure needs studies to enable the strategy for rural logistics, industrial services, and support for the development of sustainable agribusiness within the Lobito Corridor development, (iv) concession and last-mile infrastructure contracts for implementing productive infrastructure, and (v) others;
- t) In coordination with PIU environmental and social specialists, provide technical support to ensure the inclusion and compliance with environmental and social safeguards according to the Diversifica Mais project's environmental and social commitment plan in all component 2 activities;
 - u) Produce a risk matrix highlighting critical activities that may compromise the implementation of component 2 and develop proactive and timely risk mitigation action plans;
 - v) In coordination with the monitoring and evaluation specialist, work on implementing the Monitoring and Evaluation (M&E) Framework for the Diversifica Mais Project and ensuring partial compliance with the relevant component 2 indicators;
 - w) Validate and submit reports on field visits conducted for component 2 activities;
 - x) Prepare, with the support of the PPP Assistant, monthly, quarterly, semi-annual, and annual progress reports on the implementation of component 2, validating data and information collected from those responsible for all activities under the component for monitoring the Diversifica Mais Project by the World Bank and the Government of Angola, in collaboration with the monitoring and evaluation specialist;
 - y) Establish adequate quality control and supervision mechanisms for component 2 activities and avoid engaging in any sanctionable practices in connection with the project or authorizing or allowing anyone acting on behalf of the Diversifica Mais Project to engage in such practices;
 - z) Comply with IBRD requirements regarding sanctionable practices related to individuals or companies included in the World Bank Group's list of companies excluded from contracts financed by the World Bank Group; and
 - aa) Perform other unspecified tasks to achieve the objectives and goals of component 2, as assigned by the Project Coordinator or DNPPP.

4. QUALIFICATIONS AND EXPERIENCE

The Senior PPP Specialist must have extensive international experience within the PPP ecosystem and should possess at least the following qualifications and experience:

- a) Bachelor's degree in Economics, Finance, Law, Management, Engineering, Mathematics, or another related field;
- b) Postgraduate or Master's degree in Economics, Finance, Law, Management, Engineering, Mathematics, or another related field;
- c) A minimum of fifteen (15) years of proven continuous professional experience in managing infrastructure projects with private sector participation, either in coordinating or executing PPP transactions such as Build Operate Transfer (BOT) and Build Own Operate Transfer (BOOT), or in concession transactions, having been a partner or employee in private sector companies, financial

banking institutions, development consulting firms, infrastructure project structuring companies, construction firms, international development partners, or PPP units, preferably working on PPP projects in Africa. To validate this requirement, the candidate must provide a list of the PPP and concession projects they have coordinated or implemented, in whole or in part;

- d) A minimum of ten (10) years of proven professional experience in cooperation with the public sector;
- e) A minimum of ten (10) years of professional experience in the conceptualization, structuring, negotiation, and management of contract works, concession contracts, and/or PPPs, with experience in infrastructure projects in Angola being an advantage;
- f) International experience with industrial development hubs, free zones, and logistics platforms is an advantage;
- g) Proven experience working on projects funded by international organizations, with experience in projects funded by the World Bank being an advantage;
- h) Experience in implementing public infrastructure projects of small, medium, and large scale (such as access roads, electrification, water supply, and sanitation), as well as decentralized management of infrastructure investments is an advantage;
- i) Experience in cooperation for the economic and social development of developing countries and related issues concerning poverty reduction is an advantage;
- j) Demonstrated understanding of gender equality/women's empowerment, social inclusion, and environmental protection issues, and the ability to integrate a gender perspective into tasks and activities is an advantage;
- k) Experience in leading complex climate-resilient infrastructure projects, including knowledge of climate impacts, experience in financial modelling considering climate impacts, and developing adaptation strategies is an advantage;
- l) Ability to plan, execute, control, and report within established deadlines and targets in a high-pressure environment;
- m) A positive attitude towards teamwork and achieving objectives;
- n) Proficiency in using software applications and electronic spreadsheets;
- o) Fluency in spoken and written Portuguese is an advantage;
- p) Fluency in spoken and written English;
- q) A good understanding of the economic, political, institutional, and cultural context of Angola, specific knowledge of PPPs and concessions in Angola (laws and regulations), and knowledge of the economy of the Lobito Economic Development Corridor is an advantage;
- r) Excellent communication skills, report writing, and organizational ability;
- s) Rigor, professionalism, and integrity; and
- t) Immediate availability.

5. EXPECTED RESULTS/PRODUCTS

The expected products from this position are as follows:

- a) Monthly, quarterly, semi-annual, and annual progress reports related to the implementation of Component 2 for submission to the World Bank and the Government of Angola;
- b) Terms of reference for hiring consultants for the implementation of Component 2;
- c) Risk matrix and quality mechanism for supervising the implementation of Component 2;
- d) Memoranda with comments on the deliverables from the consultants hired under Component 2;
- e) Drafts of public speeches and other formal and informal written communications regarding Component 2;
- f) Presentations on the status and specific issues of Component 2;
- g) Reports summarizing the main points discussed at events, roundtables, workshops, and others related to Component 2;
- h) Reports of field visits and diagnostics on critical aspects, as well as proposals for corrective actions and future provisions in the areas of intervention;
- i) Capacity building plans and training implementation in PPP for various entities in the Component 2 PPP ecosystem;
- j) Monitoring and evaluation reports of the planned actions, ensuring compliance with agreed targets and budget control;
- k) Monthly progress reports and regular contributions to the monthly and quarterly reports prepared by the Monitoring & Evaluation (M&A) area of the UIP and any other reports that may be necessary; and
- l) An annual report, brief and concise, highlighting the work done according to the Terms of Reference and as defined in the work plan and assessment of the KPIs.

6. DURATION OF THE CONTRACT

The initial contract will have a duration of one (1) year, with an initial performance evaluation period of 6 months, and it may be extended upon mutual agreement and in case of satisfactory performance.

The Senior PPP Specialist will be recruited full-time, on a consultancy basis, and will be based in Luanda for at least 80% of the time, at the UIP's premises.

7. APPLICATIONS

Interested parties may submit their applications until ... to the email address aquisicoes@diversificamais.ao, with the following documentation:

- a) Curriculum Vitae;
- b) Copy of Identity Card or equivalent;
- c) Copy of school documents; and
- d) Letter of recommendation.