

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Simulation-based Medical Education and Training in the Surxondaryo region of Uzbekistan (SimMed)	Project number/ cost centre: G-011380 Tender number 10034932
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KfW	Kreditanstalt für Wiederaufbau
KZFK	Short-term expert
MoH	Ministry of Health
OSCE	Objective Structured Clinical Examination
SOP	Standard Operating Procedure
ToRs	Terms of reference
ToT	Training of Trainers
TSMU	Tashkent State Medical University
TSTC	Termez Simulation and Training Center

1. Context

The GIZ project “Modernization of medical education and training in Termez with the involvement of Afghans in Uzbekistan” (the project) aims to improve the quality of medical pre- and in-service education in the Surxondaryo region.

The project aims to improve the practical orientation of the education and training of selected medical educational institutions through the use of simulation-based education and thereby to strengthen the clinical and practical skills of health care personnel. The project also focuses on systematizing the training and continuous education of medical and technical personnel with a focus on Nurses and Midwives.

The project is implemented in close cooperation and coordination with the KfW Development Bank. The KfW is financing the construction of the Termez Simulation and Training Center (TSTC) and provision of technical equipment for the education and training of medical personnel, as well as the construction of a dormitory for trainees.

Relevant stakeholders include the Ministry of Health (MoH) and its downstream agencies:

- Tashkent State Medical University (TSMU) Termez branch
- Abu Ali Ibn Sino Public Health Technicums in Termez, Denov, Sherobod, Sariosiyo, and Shurchi
- Republican Center for Advanced Training of Mid-level Medical and Pharmaceutical Workers Termez branch
- Regional Health Department of Surxondaryo
- Uzbek-Afghan Training Center

Main objectives: The project aims to improve the practical orientation of trainings of selected health professionals in Surxondaryo region by:

1. Improving the qualifications of teaching staff of participating educational institutions to implement enhanced practical training.
2. Increasing the usage of modern simulation technologies for practical training (pre- and in-service) of selected health professionals.
3. Supporting the development and use of quality management tools (grading) for practical education and training modules.

The duration of the project is four years (January 2024 to December 2027).

Since project inception, substantial groundwork has already been laid to strengthen simulation-based education in participating institutions. This includes Training-of-Trainers (ToT) programmes, the development of simulation scenarios and assessment approaches, and the implementation of simulation-based teaching approaches in midwifery education. Furthermore, initial mentoring structures and practical teaching methodologies have been introduced in participating institutions.

The assignment is therefore expected to build upon existing materials, training experiences, simulation scenarios, assessment approaches, and lessons learned generated through the project, with a particular focus on strengthening nursing education and supporting the institutionalization and routine application of simulation-based teaching and assessment approaches.

2. Tasks to be performed by the contractor

The project requires international expertise to strengthen the quality of medical (nursing) education through capacity development in simulation-based training and the introduction of standardized approaches to the assessment of clinical competencies.

In particular, the contractor is expected to:

- support the effective use, maintenance, and pedagogical integration of simulation equipment into nursing education
- develop and implement structured training programmes on Objective Structured Clinical Examinations (OSCE) as a standardized method for assessing clinical skills
- strengthening the practical clinical skills and teaching capacities of nursing educators and other health professionals in participating educational institutions

The assignment will be implemented through three interrelated work packages, combining training delivery, practical application, and on-the-job mentoring, with a focus on sustainability and institutionalization of results. It combines two complementary strands: (i) institutionalisation and quality assurance of simulation-based teaching and assessment in participating education institutions, and (ii) strengthening practical nursing skills training, building on the simulation-based approaches already introduced in midwifery education.

The contractor is responsible for providing the following services:

Work package 1: Training on the use and maintenance of simulation mannequins

The first work package focuses on strengthening the capacity of teaching and technical staff in the effective use, different functions, storage, maintenance, and pedagogical integration of simulation mannequins and related simulation equipment provided through the KfW in early 2027.

In close cooperation with GIZ and participating educational and training institutions, the contractor is responsible for providing the services described below.

1.1 Conduct a technical review of available simulation mannequins and related simulation equipment in selected partner institutions and identify technical and pedagogical training needs related to the use of simulation technologies.

1.2 Develop training materials and technical manuals in Uzbek and Russian language on:

- functional operation of simulation mannequins;
- maintenance, storage, and troubleshooting procedures;
- scenario facilitation and delivery of simulation-based learning activities;
- structured debriefing and learner feedback approaches;
- integration of simulation-based assessment methods into routine teaching plans;
- basic quality assurance procedures for simulation-based training.

1.3 Develop and introduce standardized maintenance checklists and reporting procedures for simulation equipment management and follow-up documentation.

1.4 Develop and conduct practical hands-on training sessions for teaching and technical staff on the operation and maintenance of simulation equipment. The trainings shall include practical demonstrations and supervised exercises.

1.5 Provide follow-up mentoring and on-site coaching (online and offline) to teaching and technical staff during implementation of simulation-based practical training sessions.

Milestones for work package 1

Initial assessment and review of simulation equipment completed

Training curriculum and technical manuals in Uzbek and Russian finalized and submitted

Practical training sessions for teaching and technical staff completed

Follow-up mentoring visits and on-site training sessions conducted

Final review session, feedback collection, and submission of final recommendations report completed

Delivery period

Fourth month of the contract

Fifth month of the contract

Sixth and seventh months of the contract

Eighth and tenth months of the contract

Tenth month of the contract

Work package 2: Development and implementation of training programmes on Objective Structured Clinical Examination (OSCE)

The second work package focuses on strengthening institutional capacity for competency-based assessment through the development and implementation of OSCE methodologies for medical education institutions. The OSCE approach should be adapted to the institutional context and introduced as a feasible, resource-conscious competency-based practical assessment model, including formative assessment applications where appropriate.

In close cooperation with GIZ and participating educational and training institutions, the contractor is responsible for providing the services described below.

2.1 Review the existing student assessment approaches for Nurses and institutional readiness for implementation of OSCE methodologies in selected partner institutions.

2.2 Develop an OSCE framework adapted to the local educational context, including:

- OSCE blueprint and competency mapping;
- station design templates;
- examiner guidelines;
- student scoring and evaluation criteria;
- quality assurance procedures for OSCE implementation.

2.3 Develop training materials in Uzbek and Russian language on OSCE methodology, examiner responsibilities, scoring systems, organization of simulation-based assessment procedures, structured feedback techniques and approaches to creating a psychologically safe learning and assessment environment.

2.4 Develop and conduct training sessions on the implementation and management of OSCE examinations.

2.5 Support and supervise pilot implementation of OSCE examinations in selected institutions through on-site coaching, examiner calibration sessions, structured feedback meetings and mentoring on quality assurance of assessment processes (online and offline).

2.6 Develop recommendations for institutional integration and long-term implementation of OSCE methodologies within participating educational institutions.

Milestones for work package 2

Review of existing evaluation practices and institutional readiness for OSCE implementation completed

OSCE framework, scoring criteria, and examiner guidelines developed

Training sessions on OSCE methodology conducted

Pilot OSCE examinations implemented in selected institutions

Follow-up mentoring, examiner calibration, and feedback sessions completed

Final report with recommendations for institutionalization and sustainability of OSCE implementation submitted

Delivery period

Fifth month of the contract

Sixth month of the contract

Seventh and eighth months of the contract

Eighth month of the contract

Ninth and tenth months of the contract

Twelfth month of the contract

Work package 3: Strengthening nursing skills training and practical teaching capacities in the Surxondaryo region

Building on previous simulation-based training activities in midwifery education, the third work package focuses on strengthening practical nursing skills and their integration into simulation-based teaching, mentoring, and assessment practices. It includes targeted skills development activities, practical mentoring, and revision/development of standard operating procedures (SOPs) of clinical practice.

In close cooperation with GIZ and participating educational and training institutions, the contractor is responsible for providing the services described below.

3.1 Planning workshop with selected educational and training institutions in the Surxondaryo region to identify gaps in practical nursing skills, teaching methodologies, and existing standard operating procedures related to simulation-based education.

3.2 Develop recommendations for the improvement and standardization of practical nursing skills training approaches and related SOPs in accordance with international standards and local institutional needs.

3.3 Review and update existing SOPs, guidelines, and practical teaching procedures related to selected nursing skills and simulation-based practical training.

3.4 Develop and conduct practical nursing skills training sessions for nursing educators, clinical instructors, and selected mid-level health professionals, including hands-on exercises and supervised practical demonstrations.

3.5 Provide structured mentoring and on-site coaching (online and offline) to participants during the practical application of newly introduced nursing skills training approaches and revised SOPs.

3.6 Facilitate peer-learning and feedback sessions to support continuous improvement of practical nursing education and institutional exchange of good practices.

3.7 Develop recommendations and sustainability measures for the continued implementation of updated nursing skills training approaches and revised SOPs within participating institutions.

Milestones for work package 3

Provide recommendation for revision of nursing skills training approaches and SOPs developed

Updating of SOPs and practical training guidelines finalized

Practical nursing skills training sessions conducted

Follow-up mentoring visits and on-site coaching sessions completed

Final recommendations and sustainability plan for continued implementation submitted

Delivery period

Second month of the contract

Third month of the contract

Fourth and fifth months of the contract

Eighth and tenth months of the contract

Twelfth month of the contract

Project management requirements for all work packages

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Performance monitoring;
- Regular monitoring activities must comply with the M&E framework and use project M&E formats. The framework will cover all indicators included in the results matrix and possibly other indicators contributing to
 - i) activity implementation,
 - ii) achievement of milestones,
 - iii) impact on beneficiaries and
 - iv) project adaptation.

- The contractor is required to ensure that all staff is conversant with the M&E framework and data collection instruments.
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report (max. 30 pages in the third months after start of the contract in English, summary of max. 5 pages in Russian and Uzbek)
- Contributions to reports to GIZ's commissioning party
- Brief quarterly reports on the implementation status of the activities (5-7 pages)

Period of assignment: from 15.10.2026 until 30.11.2027.

Note: As per the Conception of Health System Development of the Republic of Uzbekistan for 2019-2025. Presidential Decree # 5590 dated 07.12.2018., EU standards should be provided in the revision of curricula, training programmes and SOPs/guidelines, which would be needed for future accreditation of medical universities. Therefore, it would be appreciated if the tenderer could be for example a consortium of a German/European University or equivalent and a consulting company.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project backstopping (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Approach and procedure for coordination with the GIZ project. Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Personnel assignment plan (who, when, what work steps) incl. explanation and specification of expert days
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the area of education and training of mid-level healthcare professionals
- Ensuring that the Milestones for work package 1-3 are delivered on time
- Responsible for the quality of content produced in the scope of the contract
- Ensuring that all revised/developed documents incl. capacity development measures (i.e. for teaching staff) are following European education and training standards

- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ

Qualifications of the team leader

- Education/training (2.1.1): university degree (German ‘Diplom’/Master) in nursing, public health or similar
- Language (2.1.2): C1-level language proficiency in English language skills, (7 out of 10 possible points), Russian language skills, (3 out of 10 possible points)
- General professional experience (2.1.3): 7 years of professional experience in the medical education sector
- Specific professional experience (2.1.4): 5 years in nursing education and practical training using simulation equipment
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 4 years of experience in projects in Central Asia (region), of which 2 years in projects in Uzbekistan (country)
- Development cooperation (DC) experience (2.1.7): 4 years of experience in DC projects
- Other (2.1.8): n/a

Key expert 1: National Expert as Health Advisor

Tasks of key expert 1

- Close collaboration with key experts on nursing education during the implementation of the contract
- Support project activities in Termez and the surrounding Surxondaryo region, including conducting trainings, workshops and events in Uzbek language in close collaboration with key experts
- Ensure accuracy of documents in Uzbek and Russian language
- Advice on the medical education and training sector in Uzbekistan and provide country specific background
- Accompany international Experts during trainings and supervision visits to partner facilities
- Provide support in communication with local partners in the Surxondaryo region, in close coordination with GIZ
- Ensure smooth implementation of the project and report on challenges

Qualifications of key expert 1

- Education/training (2.2.1): University degree (e.g. ‘master’s or German Diplom’) in nursing or similar
- Language (2.2.2): C1 -level language proficiency in
 - English language skills, (3 out of 10 possible points)

- Russian language skills, (3 out of 10 possible points)
 - Uzbek language skills, (4 out of 10 possible points)
- General professional experience (2.2.3): 7 years of professional experience in the health sector
- Specific professional experience (2.2.4): 5 years teaching experience in nursing
- Leadership/management experience (2.2.5): n/a
- Regional experience (2.2.6): 7 years of professional experience in Uzbekistan
- Development Cooperation (DC) experience (2.2.7): 1 year of experience in development cooperation projects
- Other (2.2.8): n/a

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Key expert 2: National Expert for project support

Tasks of key expert 2

- Coordinate project activities in Termez and the surrounding Surxondaryo region
- Translate or facilitate translation in English-Russian-Uzbek (verbal and written)
- Support international Experts during trainings and supervision visits to partner facilities
- Ensure smooth implementation of the project and report on challenges
- Connect international experts with relevant national experts
- Logistics of all flights, meetings and workshops
- Liaison with stakeholders, including GIZ and project partners

Qualifications of key expert 2

- Education/training (2.3.1): University degree (e.g. 'bachelor') in Business Administration, Social Science or similar
- Language (2.3.2): C1 -level language proficiency
 - English language skills, (3 out of 10 possible points)
 - Russian language skills, (3 out of 10 possible points)
 - Uzbek language skills, (4 out of 10 possible points)
- General professional experience (2.3.3): 5 years of professional experience in project implementation support
- Specific professional experience (2.3.4): 1 year experience in event management
- Leadership/management experience (2.3.5): n/a
- Regional experience (2.3.6): 5 years of professional experience in Uzbekistan
- Development Cooperation (DC) experience (2.3.7): 3 years of experience in development cooperation projects
- Other (2.3.8): n/a

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Short-term expert pool with minimum 2, maximum 4 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Responsible for the medical (especially nursing) content of the assignment
- Design and implementation of capacity development measures for local partners in the area of nursing education and training of mid-level healthcare professionals
- Ensuring that all content developed is following international standards
- Development and implementation of trainings on practical teaching and supportive supervision of participants
- Review or development of SOPs, guidelines, and practical teaching procedures related to selected nursing skills and simulation-based practical training
- Develop and implementation of trainings on OSCE methodology, examiner responsibilities, scoring systems, and organization of simulation-based assessment procedures
- Develop and conduct practical hands-on training sessions for teaching and technical staff on the operation and maintenance of simulation equipment

Qualifications of the short-term expert pool

- Education/training (2.6.1): All experts with university qualification (German 'Diplom'/Master) in nursing, public health or similar
- Language (2.6.2): All experts with C1-level language proficiency
 - ☐ English language skills, (7 out of 10 possible points)
 - ☐ Russian language skills, (3 out of 10 possible points)
- General professional experience (2.6.3): All experts with 8 years of professional experience in the medical education sector
- Specific professional experience (2.6.4): 1 expert with 4 years of professional experience in nursing education, 1 expert with 4 years of professional experience in practical training using simulation equipment, and 1 expert with 4 years demonstrated experience in competency-based clinical assessment, including OSCE design and implementation, examiner training and calibration, and quality assurance of practical examinations.
- Regional experience (2.6.5): All experts with 3 years of experience in Central Asia (region), all experts with 2 years of experience in Uzbekistan (country)

- Development cooperation (DC) experience (2.6.6): All experts with 3 years of experience in DC
- Other (2.6.7): n/a

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	40	40	
Designation of key expert 1	1	80	80	
Designation of key expert 2	1	80	80	

Designation of short-term expert pool	3	40	120	Pool of 2-4
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	15	2	30	
Overnight allowance in country of assignment	15	2	30	Overnight stays abroad: Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
Transport	Quantity	Number per expert	Total	Comments
International flights	3	2	6	Travel to the place of service delivery - Uzbekistan Roundtrip
Domestic flights	3	4	12	Flights within the country of assignment during service delivery – Termez city
CO ₂ compensation for air travel	18	50	1800	A fixed budget of EUR 1800 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) - Airport transfer - Transport (taxi) in country	15	1	15	Travel within the country of assignment, transfer to/from airport etc.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	1	1	A budget of EUR 20.000 is foreseen for flexible remuneration. Please

				incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	3	5000	15000	The budget contains the following costs: - Catering - Venue - Workshop materials - Interpreter (English-Uzbek written and verbal translation) - Accommodation

Workshops, events and trainings

A workshop is required for the implementation of each work package. These workshops will take place at partner facilities in Termez city. Each workshop will last 3–5 days and accommodate 20–30 participants.

The organisation of the workshops includes catering costs, workshop materials (if required), accommodation for participants from the region and Uzbek-English-Uzbek translation services (written and verbal).

The contractor implements the following workshops/study trips/training courses:

- Work package 1: Practical training sessions for teaching and technical staff
- Work package 2: Training-of-Trainers sessions on OSCE methodology
- Work package 3: Practical nursing skills training

[P+R Rule 566 Ensuring standards for sustainable event management](#)

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up

the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

7. Annexes

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