

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

CONFIDENTIAL

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| <b>Development of Programmatic Options for Transitional Justice Interventions in Ethiopia Based on Political Scenario Analysis</b> | <b>Project number/<br/>cost centre:<br/>G-012172-001.00</b> |
|                                                                                                                                    | <b>Tender number<br/>10049613</b>                           |

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## **0. List of abbreviations**

|       |                                                                          |
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| AG    | Commissioning party                                                      |
| AN    | Contractor                                                               |
| AVB   | General Terms and Conditions of Contract for supplying services and work |
| CSO   | Civil Society Organisatoin                                               |
| DwP   | Dealing with the Past                                                    |
| FK    | Expert                                                                   |
| FKT   | Expert days                                                              |
| IDP   | Internally Displaced Person                                              |
| KZFK  | Short-term expert                                                        |
| MHPSS | Mental Health and Psychosocial Support                                   |
| TJ    | Transitional Justice                                                     |
| ToRs  | Terms of reference                                                       |
| VA    | Victims Organisation                                                     |

## 1. Context

The “Building Inclusive Institutions for Resilience, Reconciliation and Reform in Ethiopia” is a technical cooperation project implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The project started in June 2024 and runs until November 2027. The objective of the project is: “state and civil society actors are in a better position to implement the peace process with regard to designing a victim-centred transitional justice (TJ) process and promoting gender justice at national, regional and local level in Ethiopia.” This includes advising and supporting existing governmental institutions in setting up new state institutions and elements in the justice system to ensure the TJ process is implemented in line with international human rights standards. The political partner of the project is the Ministry of Justice (MoJ), which is the key institution for implementing the Ethiopian TJ Policy that was adopted in April 2024.

The four output areas of the GIZ project are:

- (1) The capacities of state actors with regard to the design of a victim-centred and gender-responsive TJ process have improved.
- (2) The technical and organisational capacities of civil society actors have been strengthened in terms of their participation in the victim-centred and gender-responsive design of the TJ process.
- (3) The technical and process-related capacities of state actors in the selected regions have been strengthened with regard to improving gender justice in the implementation of the peace process.
- (4) The technical and institutional conditions needed for civil society and state actors to be able to offer psychosocial measures and measures related to dealing with the past in a gender-responsive manner for the local implementation of the peace process in the selected regions have improved.

Ethiopia has experienced multiple and overlapping crises in recent years, including armed conflict, widespread displacement, intercommunal violence and social fragmentation. The initiated TJ process provides for a process that encompass prosecution, reconciliation, conditional amnesty, truth-seeking, victims' reparation, and institutional reforms. Several specialized laws are being prepared for adoption as part of the TJ process in Ethiopia, which seeks to establish multiple mechanisms (truth commission, special bench, special prosecutor's office). While the Government of Ethiopia has taken initial steps toward establishing a nationally led framework to address past atrocities and deal with the past, there has been limited progress in the TJ process since May 2025. However, the pace of the TJ process is expected to pick up again towards the last quarter of 2026.

Since the start of its commission in July 2024, the GIZ project has made important contributions to advance TJ and dealing with the past in Ethiopia. This includes cooperating with the Ministry of Justice, strengthening civil society capacities and networks on TJ, supporting community-focused interventions to promote peacebuilding, Mental Health and Psychosocial Support (MHPSS), and dealing with the past at grassroot level with a focus on Tigray, Amhara and Afar, supporting the Ethiopian Human Rights Commission regarding TJ, and implementing multiple assessments (e.g. on the establishment of the TJ Special Bench, the role of faith in MHPSS, the potential for traditional justice mechanisms in TJ, etc.).

However, Ethiopia's TJ process is taking place in a complex and rapidly evolving political context. Political developments and changes in the security situation at national and regional level can significantly influence the space available for TJ interventions, as well as the needs and priorities of affected populations and civil society actors. Thus, TJ programming needs to remain flexible and responsive to changing circumstances. Political scenario analysis can help identify potential developments, assess their implications for the TJ process and anticipate opportunities, risks, and possible entry points for engagement.

Therefore, the GIZ project aims to hire a contractor to conduct political scenario analysis and, based on the findings, develop concrete and context-responsive programmatic options for TJ interventions in Ethiopia. The assignment will support the project in analyzing potential developments, assessing their implications for its intervention, and identifying practical options for adapting its programming to different political scenarios. This shall support current and potential future programming and strategic decision-making and ensure that project interventions remain relevant to both the Ethiopian context and donor priorities by advancing a gender-responsive and victim-centred TJ process in Ethiopia.

## **2. Tasks to be performed by the contractor**

Throughout the entire assignment, the contractor shall:

- Communicate and coordinate closely with the GIZ team.
- Monitor and consider current dynamics in donor (BMZ) priorities and interests and incorporate these considerations in all political analysis and programmatic option development work packages.
- Apply a trauma-informed, gender-responsive and victim-centred lense to TJ and mainstream throughout all work packages.
- Agree on the format, length and structure of each deliverable with the GIZ team and send a first structure/draft before submitting the final product.
- Avoid collecting and storing any personal data of key informants/ other key stakeholders.

The contractor is responsible for providing the following services:

### **Work package 1: Inception phase**

In order to set the scene for the assignment, the contractor shall:

- Review relevant project documents, TJ-related documents (policy, roadmap, initial draft laws) and the previous context analyses.
- Hold an inception meeting with the GIZ project team to clarify expectations and priorities.
- Agree on the final methodology, analytical framework and workplan (with timelines) for the assignment.
- Identify key information gaps and relevant sources and stakeholders.

### **Work package 2: Initial Political Scenario Analysis**

The contractor shall conduct an initial political scenario analysis to identify plausible political, security, and societal developments that may affect Ethiopia's TJ process and the operating environment for TJ actors.

While the format of the analysis report shall be agreed upon between the contractor and the GIZ team, the deliverable shall contain a power-point presentation for the donor and partners.

The contractor shall:

- Conceptualize a methodology and structure for the political scenario analysis, including stakeholders to be interviewed or consulted, and seek approval from the GIZ team.
- Review and analyse relevant political, security and socio-economic developments at national and regional level, including their potential implications for the TJ process.
- Identify key drivers of change, critical uncertainties and trends that could shape the future trajectory of the TJ process.
- Develop plausible political scenarios for Ethiopia regarding TJ, with a focus on assessing the likelihood and describing key characteristics. The scenarios shall include a reflection on truth-telling and -seeking, accountability as per the proposed legal framework of the TJ process.
- Assess the implications of each scenario for affected populations, victims and survivors, CSOs, government institutions and other relevant stakeholders.
- Analyze the implications of the identified scenarios for the project's current and planned interventions, with particular attention to opportunities, risks, entry points and potential unintended consequences.
- Ensure that the analysis is done using a gender-responsive and victim-centered lense.
- Present the results to the donor or project partners upon request (either within work package 4 or ad-hoc).

### **Work package 3: Analysis of GIZ's TJ Intervention and Development of Programmatic Options**

Building on the findings and recommendations of WP 1, the contractor shall develop comprehensive, context-specific and practical programmatic options for TJ interventions in Ethiopia. While the format of the analysis report shall be agreed upon between the contractor and the GIZ team, the deliverable shall contain a power-point presentation for the donor and partners.

The contractor shall:

- Review the GIZ project documents with a focus on its current implementation strategies, activities and impacts in light of the results of the scenario analysis.
- Translate the findings of the scenario analysis into concrete programmatic options for the project.
- Develop options that respond to different political scenarios and levels of political and operational space for TJ programming.
- Identify potential entry points, strategic priorities, target groups, partners and intervention areas under each scenario.
- Assess the feasibility, potential impact, risks and resource implications of the proposed options.
- Identify measures to mitigate political, operational and reputational risks, including potential Do No Harm considerations.
- Distinguish between options that can be implemented in the short term and those requiring longer-term preparation or changes in the operating environment.
- Provide recommendations on how the project could maintain flexibility and adapt its programming as the political context evolves.

- Present the results to the donor or project partners upon request (either within work package 4 or ad-hoc)

#### **Work package 4: Conceptual Workshops (flexible timeline)**

The contractor shall organise and facilitate up to two conceptual workshops with the GIZ project team and potentially with project partners to discuss the findings of the political scenario analysis and jointly develop and refine context-responsive programmatic options. The workshops shall include presentations to the project donor and the German embassy.

This includes:

- Prepare and facilitate up to two interactive workshops with relevant project staff.
- Present and discuss key findings, scenarios, risks and opportunities.
- Facilitate joint reflection on implications for current and future programming.
- Support the development and prioritization of practical programmatic options.
- Document key discussions, conclusions and agreed recommendations.

#### **Work package 5: Second Round of Political Scenario Analysis**

Based on the GIZ teams' instructions and requests, the contractor shall conduct a second round of political scenario and project analysis to assess changes in the context and their implications for the scenarios and programmatic options developed under WP 2 and WP 3. This second analysis can focus on new aspects of the TJ process as it is proceeding or focus on an agreed-upon area (e.g. in the light of the programmatic options and decisions taken by the GIZ team).

The second round of political scenario analysis shall include:

- Review and update the initial political scenario analysis based on relevant developments since the first round of analysis.
- Assess whether the assumptions, drivers and uncertainties underlying the initial scenarios remain valid.
- Identify new developments or emerging trends, progress in building TJ institutions, or change in stakeholder priorities/ standing points that may require the scenarios to be revised, added or deprioritised.
- Reassess the implications for the project's interventions and potential entry points.
- Identify emerging opportunities, risks and constraints that should inform the adaptation of the programmatic options.
- Present the results to the donor or project partners upon request (either within work package 4 or ad-hoc)

#### **Work package 6: Revision and Adaptation of Programmatic Options**

Based on the second round of scenario and project analysis, the contractor shall revise and adapt the programmatic options developed under WP 2.

The contractor shall:

- Review the relevance and feasibility of the previously developed programmatic options in light of the updated scenarios and context.
- Revise existing options and develop additional options where required.
- Ensure that the options remain practical, flexible and responsive to different political and operational circumstances.

- Clearly define potential triggers or contextual developments that could prompt the project to activate, modify or discontinue particular programmatic options.
- Refine recommendations regarding strategic priorities, partnerships and sequencing.
- Update the assessment of risks, opportunities, feasibility and potential impact.
- Provide recommendations for future programming and strategic decision-making.
- Present the results to the donor or project partners upon request (either within work package 4 or ad-hoc)

### **Work Package 7: Ad-hoc Support and Analysis (on needs basis)**

The contractor shall provide ad-hoc political, contextual and programmatic analysis on an as-needed basis throughout the assignment upon request of the project team.

This may include:

- Rapid analysis of acute developments in the TJ process.
- Short-notice assessments of emerging opportunities, risks or entry points for project interventions.
- Updates to scenario assumptions or programmatic recommendations following major contextual developments.
- Participation in relevant meetings or discussions where required.
- Present the results to the donor or project partners upon request (either within work package 4 or ad-hoc)

### **Confidentiality and Security**

Given the sensitive nature of the assignment, all information, assessments and scenarios developed under the assignment shall be treated as strictly confidential. Both the contractor and GIZ team will jointly agree on which information shall be shared with third parties.

Particular attention shall be given to the safety and security of local expert pool members, sources and interlocutors. Information that could identify individuals or attribute sensitive views to specific persons or organizations shall be anonymized and shall not be disclosed without prior consent.

These measures are intended to enable open and forward-looking analysis while minimizing risks to those involved in the assignment.

### **The contractor shall supply the following deliverables:**

- Brief inception paper, including a revised timeline and the methodology for the analysis (incl. analytical framework)
- Report of Initial Political Scenario Analysis
- Programmatic Options Paper and Project Analysis Report
- Report of Updated Political Scenario Analysis
- Revised Programmatic Options and Adaptation Recommendations
- Up to two facilitated conceptual workshops, incl. workshop materials and a summary of key outcomes and recommendations.

Certain **milestones**, as laid out in the table below, are to be achieved during the contract term:

| <b>Milestones/process steps/partial services</b> | <b>Deadline/place/person responsible</b>                                          |
|--------------------------------------------------|-----------------------------------------------------------------------------------|
| Inception paper                                  | 2 weeks after the beginning of assignment/<br>virtual and Addis Ababa/ contractor |

|                                                                                                                         |                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Initial Political Scenario Analysis and Project Analysis Report                                                         | 6 weeks after the beginning of assignment/ virtual and Addis Ababa/ contractor                                                              |
| Programmatic Options Paper and Project Analysis Report                                                                  | 8 weeks after the beginning of assignment/ virtual and Addis Ababa/ contractor                                                              |
| Up to two facilitated conceptual workshops, incl. workshop materials and a summary of key outcomes and recommendations. | Based on agreement among contractor and GIZ team/ Addis Ababa / contractor responsible for content, GIZ team responsible for implementation |
| Updated Political Scenario Analysis                                                                                     | Based on agreement among contractor and GIZ team/ Addis Ababa / virtual and Addis Ababa/ contractor                                         |
| Revised Programmatic Options and Adaptation Recommendations                                                             | Based on agreement among contractor and GIZ team/ virtual and Addis Ababa/ contractor                                                       |

Period of assignment: **from 1 November 2026 until 31 August 2027.**

### 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 (1.3)** the measures with the project partners (1.3.1).

The tenderer is required to describe the key **processes (1.4)** 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.

#### Project management of the contractor (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.

Details about backstopping:

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
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

#### **Further requirements (1.7)**

The tenderer is required to present its conceptual understanding of political scenario analysis in the Ethiopian TJ context and approach to developing programmatic, including the guiding principles, methodologies and approaches that will inform the assignment. Furthermore, the tenderer is required to describe how gender-responsive and survivor-centered approaches will be systematically integrated throughout the assignment.

#### **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.

##### **Key expert 1**

###### Tasks of key expert 1

- Overall responsibility for the advisory packages of the contractor (quality and deadlines) of all work packages
- Ensuring the delivery of all tasks and deliverables as described in chapter 2 of the ToR
- Personnel management and steering assignments of the short-term expert pool
- Ensuring deadlines are met in a timely manner
- Maintain regular communication and cooperation with the GIZ team

###### Qualifications of key expert 1

Education/training (2.2.1): university degree (German 'Diplom'/Master) in Social Sciences, Sociology, Political Science or Peace and Conflict Studies, or a related field

Language (2.2.2): C2 -level language proficiency in English

General professional experience (2.2.3): 7 years of professional experience TJ and peacebuilding

Specific professional experience (2.2.4): Professional experience in political scenario analysis within the context of TJ, demonstrated via 3 reference projects

Leadership/management experience (2.2.5): Professional experience in managing international teams, proven through 3 reference projects.

Regional experience (2.2.6): Experience with projects in Ethiopia, demonstrated via two reference projects.

Development cooperation (DC) experience (2.2.7): Experience cooperating with DC, proven via 5 reference projects.

### **Short-term expert pool 1 with minimum 2, maximum 3 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

- Conducting the political scenario analysis under the leadership of key expert 1
- Conducting in-person interviews, focus group discussions, and assessments needed for the political scenario analysis.
- Contributing to the development of programmatic options
- Ensuring deadlines are met in a timely manner
- Maintain regular communication and cooperation with the GIZ team

#### Qualifications of the short-term expert pool

Education/training (2.6.1):

All experts with university qualification (German 'Diplom'/Master) in Political Science, TJ, Human Rights, International Criminal Law, Peace and Conflict Studies, or a related field

Language (2.6.2):

all experts with C1-level language proficiency in English

all experts with C2-level language proficiency in Amharic

General professional experience (2.6.3):

1 expert with 5 years of professional experience in TJ

1 expert with 5 years of professional experience in peace and conflict/peacebuilding

Specific professional experience (2.6.4):

1 expert with professional experience in designing TJ projects/interventions, demonstrated via 3 reference projects,

1 expert with professional experience in political context analysis and/or political scenario analysis, demonstrated via 5 reference projects.

Regional experience (2.6.5): all experts with 5 years of experience in Ethiopia, of which all experts have 1 year of work experience in Afar, Tigray, and/or Amhara regions.

Development cooperation (DC) experience (2.6.6): All experts with experience cooperating with DC, proven via 3 reference projects.

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

#### 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

## 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 (CO<sub>2</sub> 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 CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> 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 |
|---------------|-------------------|---------------------------|-------|----------|
| Key Expert 1  | 1                 | 35                        | 35    |          |
| Expert Pool 1 | 2-3               | 15 – 25,5                 | 50    |          |

| Travel expenses                             | Quantity | Number per expert | Total           | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------|----------|-------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CO <sub>2</sub> compensation for air travel | 1        |                   | 1.000 EUR       | A fixed budget of <b>EUR 1 000</b> is earmarked for settling carbon offsets <b>against evidence</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Fixed travel budget                         | 1        |                   | 13.260 EUR      | <p>A budget is earmarked for travel to the following countries: Ethiopia and the regions Amhara, Afar, Tigray (other regions based on discussion).</p> <p>A fixed budget of <b>EUR 13 260</b> is earmarked for settling travel expenses <b>against evidence</b>.</p> <p>This includes approx. two international return flights for Key Expert 1; approx. 12 national return flights; approx. 40 per-diem allowances; 40 approx. accommodation allowances; transportation allowance and visa fees for international experts.</p> <p>The costs are reimbursed in accordance with the country table in the GIZ travel expense guidelines - per diem allowances as a lump sum and accommodation as a lump sum or against proof (max. EUR 44,00 per diem allowance, max. lump sum accommodation allowance of EUR 159,00), all other travel and travel-related costs against proof. All trips must be agreed in advance with the GIZ project manager. Travel costs must be kept as low as possible.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.</p> |
| Other costs                                 | Number   | Price             | Total           | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Flexible remuneration                       | 1        | EUR 5000          | <b>EUR 5000</b> | A budget of <b>EUR 5000</b> is foreseen for flexible                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

|  |  |  |  |                                                                                                                                                                                                    |
|--|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  |  | <p>remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p> <p><b>against evidence</b></p> |
|--|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Workshops, events and trainings

The contractor implements up to two workshops as outlined in Chapter 2, Workpackage 4. The contractor is responsible for preparing the workshop content, agenda, participant list, and report.

## 6. Inputs of GIZ or other actors

GIZ will make the following available:

- GIZ will be responsible for the logistical planning of the workshop and covering all costs, especially related to catering, venue, participants' travel and accommodation.
- GIZ shall supply all documents and information that the contractor requires to perform its services, such as project documents, policies, etc.

## 7. 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 (DINA4 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.