

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title: Support for protected areas as a contribution to the preservation of ecosystem services (SPACES II)	Processing number/cost centre: G-012373-003
Country: Mongolia	Internal order: 12373040000
Subject of the tender procedure: Support to sustainable forest planning and management in selected Aimags and Souns and strengthening of forest value chains	Tender number: 10029774

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0. List of abbreviations

DoA	Description of the Action (EU)
FMPIM	Forest management planning, implementation and monitoring
FUG	Forest User Groups
GDP	Gross Domestic Product
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ISFU	Inter-Soum Forest Unit
KOMP	Cost per output monitoring and forecast
LTE	Long Term Expert
MECC	Mongolian Ministry of Environment and Climate Change
MoFALI	Mongolian Ministry of Food, Agriculture and Light Industry
MSME	Micro-, Small- and Medium-sized Enterprises
NDC	Nationally Determined Contributions
NFA	National Forest Agency
NTFP	Non-Timber Forest Products
PFE	Professional Forest Enterprises
RMO	Risk Management Office
SFM+	Climate-resilient, sustainable and inclusive forest management
STE	Short Term Expert
TEI	Team Europe Initiative
TFP	Timber Forest Products
ToR	Terms of reference
TVET	Technical vocational and education training
UNFCCC	United Nations Framework Convention on Climate Change
VC	Value Chain

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1. Context

The project "Supporting Protected Areas for the Conservation of Ecosystem Services" (SPACES II) is co-financed by the Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU), being implemented from 03/2024–07/2028. Aim of SPACES II is to support the implementation of reformed sustainable and gender-sensitive management concepts in the landscapes of selected protected areas with the support of the local population. To this end, SPACES II strengthens the capacities of the Ministry of Environment and Climate Change (MECC) in the further development of the protected area system (Outputs 1 and 2) and supports partnership-driven environmental education initiatives (Output 3), which foster a transformative shift towards greater appreciation of nature, forests, and biodiversity.

In 2024, the BMZ accepted the offer to integrate the project "Sustainable Ecosystem and Agriculture Management for Rural Development in Mongolia (STREAM+)", a further co-financed initiative by the EU and BMZ, into SPACES II. The overall objective of STREAM+ is to contribute to strengthening Mongolia's green and digital transition efforts for the inclusive and sustainable development of the country. With the integration of STREAM+, two further outputs were added to SPACES II: Output 4, which promotes sustainable, climate-resilient forest management outside protected areas; and Output 5, which strengthens national capacities in the forestry and agricultural sectors by developing and institutionalising dual vocational training programmes in cooperation with the Ministry of Education (MoE). Gender equality and climate adaptation are important cross-cutting themes. STREAM+ also supports the Ministry of Food, Agriculture and Light Industry (MoFALI) in promoting sustainable agriculture and agroforestry systems. This component is implemented by the Food and Agriculture Organization of the United Nations (FAO). Therefore, it is not integrated into SPACES II. However, as the lead implementing agency for STREAM+, GIZ is responsible for the overall reporting.

STREAM+ contributes to the Team Europe Initiative (TEI) „Sustainable Nature Resource Management and Value Chain Development“, Mongolia's Global Gateway Flagship on green economic growth, and its objectives of "Transiting to a greener economy where rural development, decent and sustainable jobs creation and income generation is based on agricultural and forestry production, strengthened value chains, and exports through enhanced and sustainable natural resources management". It forms part of the Multi-Annual Indicative Programme for Mongolia 2021-2027, which provides the framework for EU-Mongolia cooperation.

The module objective (outcome) of SPACES II is that reformed sustainable and gender-sensitive management concepts have been implemented with the support of the local population in the landscapes of selected protected areas.

The module objective indicators of SPACES II are:

1. Five gender-sensitive implementing ordinances of the revised law on protected area management are in force.
2. Three user agreements have been used by men and women for the legal and sustainable use of timber and no-timber products in a pilot forest in the limited use zone of a protected area.

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3. 70 % of parents of 1,500 children approached, each represented by one parent who have taken part in annual parent-child days, support the preservation of the respective protected area.
4. 3.000.000 ha of forest area is managed in a sustainable and climate-sensitive manner.
5. 60 vocational school graduates, 40 % of whom are female, that attended the reformed training programs in sustainable agriculture and forestry have been employed in the public or private sector.

From these 5 Indicators, indicators 2 (contribution) and 4 (responsibility) is relevant for the tender.

Further, GIZ is requested to comply with the specific objectives and indicators of STREAM+, which are not fully integrated into the SPACES II log frame:

The **Specific Objectives (outcomes)** of STREAM+ are:

1. Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose Technical vocational and education training (TVET) sector.
2. Adopted integrated landscape management with focus on agriculture and forestry addressing food system challenges and climate change.
3. Developed and strengthened selected sustainable and climate-resilient agriculture and forestry value chains.
4. Enhanced capacities of TVET to meet labour market needs in close partnership with the private sector in agriculture and forestry, ensuring an increase of women and girls' participation.

The **Outputs** of STREAM+ are: (i) strengthening of sustainable and climate-sensitive landscape management approaches, including the legal framework, (ii) improvement of the legislative/policy framework and institutional capacities to successfully drive the organizational reform of TVET, (iii) mainstreaming of effective, sustainable, climate-resilient and integrated forest and land management practices, (iv) integration of green and digital technologies in value chains of forest- and agriculture products, (v) establishment of agroforestry models to contribute to sustainable land use, climate resilience, food security and improved livelihoods for rural communities and (vi) improved relevance, quality and delivery of the TVET system in the agriculture and forestry sectors, increasing women's and girls' participation.

The tender is relevant only for forest areas and forestry. TVET activities are not part of the tender.

Problem analysis for the forestry component: Mongolia is a landlocked, lower-middle-income, but resource-rich democracy. Despite economic growth, inequality remains an issue (GINI-Index: 57.1 in 2019). The Household Socio-Economic Survey (2020) shows that the national poverty rate was 27.8% of 3.4 million people. Rural areas lack basic infrastructure and services, and migration to urban areas is high. Mongolia's economy depends on mining and industry (38.2% of the Gross Domestic Product, GDP), whilst 40% of the population's livelihoods depend on animal husbandry and rain-fed agriculture (12.1% of the GDP). Mongolia's forests cover around 13.2 million ha, mostly consisting of boreal forests (National Forest Resource Assessment). About 40% of the boreal forests are in protected areas. The forestry sector contributes only 0.3% to the GDP with around 10.000 people employed.

Forest value chains are underdeveloped. Women are largely absent from decision-making roles in forestry, despite leading many community-based Forest User Groups (FUGs). Female-run enterprises usually have fewer employees and a lower turnover rate than those run by men. Taking an inclusive, transformative approach is essential, and empowering women economically is key to reducing poverty and achieving a sustainable growth.

Most of Mongolia's boreal forests are over-mature, having accumulated large amounts of deadwood resulting from a lack of forest management. This increases the risk of wildfires and pest outbreaks. Between 2005 and 2015, 52,660 hectares of forest were lost, and 1,457,000 hectares were affected by degradation (Forest Reference Level 2018, United Nations Framework Convention on Climate Change (UNFCCC)). Forest degradation is mainly caused by overgrazing. Climate change accelerates these trends. The essential forest ecosystem services such as carbon sequestration, water regulation, wildlife habitat provision, tourism, cultural values, and protection against soil erosion and landslides are at risk. The wood industry is poorly developed, and the flow of raw material is neither steady nor predictable due to poor transportation infrastructure and inconsistent timber cutting quotas. The quality of wood products is low. Incentives for sustainable forest management are lacking. Despite the opportunity to conserve the forests by sustainable use, Mongolia is aiming to enlarge its protected area system in forests. Forest use rights are granted to forest companies, also known as 'Professional Forest Enterprises (PFEs)', for a short-term duration only (10 years). This hinders a vision of long-term sustainability in forest management. FUGs, not being legal entities, are limited to collect deadwood and some non-timber forest products. The recently established National Forest Agency (NFA), as well as the forest divisions at Aimag level and forest units at Soum have capacity buildings needs in strategic directions and knowledge for applying modern and efficient concepts and digital technologies for elaborating sustainable forest management plans with a focus on climate-resilience and the respective monitoring of forest operations and forest threats.

Opportunities: Mongolia has updated its Nationally Determined Contributions (NDC) to the UNFCCC in 2020, aiming at building climate-resilient forest. The long-term national development strategy „Vision 2050“ is orientated towards green growth through a sustainable use of natural resources and middle class and small and medium enterprises (SME) development. Mongolia's "New Recovery Policy" focuses on green development and mitigation of climate change. This includes the "Billion Trees National Movement" to expand the forest cover to 9% by 2030. The Forest Law is undergoing a comprehensive review.

Partners: The counterpart of the forest component of STREAM+ is MECC, with the newly created NFA acting as the main implementation partner. MoFALI is another important partner in fostering the development of value chains for forest-based products.

Intervention area: STREAM+ forest component is implemented in Khentii Aimag¹ with the Soums of Batshireet, Bayan-Adrada, Binder and Umnudelger; Khuvsgul Aimag with the

¹ An Aimag is comparable to a province, a Soum to a district. Inter-Soum Forest Units (ISFU) are associations of at least two Soum forest units.

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Soums of Galt, Jargalant, and Tumurbulag; and Selenge Aimag with the Soums of Khuder, Javkhlant, Mandal, and Yeruu.

Target Group: The target group comprises policymakers involved in developing and revising the forest law and other forest-related regulations and policies, as well as the various stakeholders engaged in implementing forest regulations (Aimag Forest divisions, Soum Forest Units, PFE, FUG). Cooperation with the private sector is envisioned for strengthening sustainable wood and non-wood forest products value chains, as well as with the Mongolian Forestry Association, the Mongolian Association of Forest and Wood Processing Professionals, the Mongolian National Chamber of Commerce and Industry (MNCCI), and EuroChamber Mongolia. Further coordination is planned with research institutions, such as Mongolian universities and the Mongolian Academy of Sciences.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, outcomes, outputs, indicators, work packages, milestones

All activities contribute to the Output 4 of the BMZ module proposal. In the following, only the objectives, outcomes, outputs and indicators are mentioned which are relevant for this service contract. For all objectives, outcomes, outputs and indicators, please see module proposal and results model in the attachments.

The contractor is responsible for achieving the objectives, outcomes, outputs and indicators mentioned in this section through the described activities and milestones ("responsibility"). The respective quantities are mentioned in the milestone-tables. Furthermore, the contractor's activities will contribute horizontally and vertically to the achievement of other objectives, outcomes and outputs of the whole of the project, but is not responsible for their achievement ("contribution").

Module objective (Outcome of SPACES II, reference document MV):

Reformed sustainable and gender-sensitive management concepts have been implemented with the support of the local population in the landscapes of selected protected areas.

Module objective indicator(s)

2. Three user agreements have been used by men and women for the legal and sustainable use of timber and non-timber products in a pilot forest in the limited use zone of a protected area (contribution).
4. 3.000.000 ha of forest area is managed in a sustainable and climate-sensitive manner (responsibility).

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Output 4: The forests surrounding the protected areas of Khan Khentii and Tarvagatain Nuuruu are sustainably valued.

Output indicators:

- 4.1 15 forest management plans with achievable sustainable logging and afforestation targets have been partially implemented by the state authorities (Aimag and National Forest Agency)² (responsibility)
- 4.2 10 forest user groups or forest enterprises, 3 of which are led by women, have implemented a business plan for forest management (bankable) (responsibility)

Further indicators, corresponding to the Description of the Action (DoA) and the log frame of STREAM+

Specific objectives (SO) (Outcomes of STREAM+, reference document: DoA)

SO 1: Improved regulatory and/or policy framework to enable sustainable, climate-sensitive and gender inclusive management of forests and agriculture areas, and a fit-for-purpose TVET sector.

SO 1 indicators:

- 1.1 Number of laws, bylaws and relevant policies that contribute to the result 1 developed or revised with EU support (contribution)
- 1.2 Status of implementation of sectoral gender policies (contribution)
- 1.3 Number of proposed approaches / documents for adoption climate change adaptation and mitigation policies (including nationally determined contributions (NDC)), and environment protection strategies and plans (including energy policies/ strategies) that include gender equality objectives, in line with UNFCCC (contribution)

SO 2: Adopted integrated landscape management with focus on agriculture (agriculture encompasses livestock and crop production for food and non-food products) and forestry addressing food system challenges and climate change.

SO 2 indicators:

- 2.1 Areas of terrestrial ecosystems under sustainable management with EU support (forest ecosystem related part under responsibility of the contractor)
- 2.2 Number of Aimag and Soum territorial development plans incorporating sustainable landscape management (forest ecosystem related part under responsibility of the contractor)

SO 3: Developed and strengthened selected sustainable and climate-resilient agriculture and forestry value chains.

² NFA and MECC are involved regarding the management plan approval, Aimag, Inter-Soum, Soum, PFE and FUG regarding implementation

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SO 3 indicators:

- 3.1 Number of (a) jobs, (b) green jobs supported/ sustained by the EU. Disaggregation by sex, age and disability (forestry related part under responsibility of the contractor)
- 3.3 Number of forestry value chains³ reinforced with EU support (responsibility)

Outputs of STREAM+ (reference document: DoA)

Output 1.1 Sustainable and climate-sensitive landscape management approaches (inclusive of disaster risk management and gender approach) included in new/revised relevant national and local sectoral regulations/policies, and relevant institutions are strengthened.

Output 1.1 indicators

- 1.1.1 Number of legislation and policies including integrated landscape management approaches and gender mainstreaming (contribution)
- 1.1.2 Status of development of forest management planning, implementation and monitoring (FMPIIM) reports (responsibility)
- 1.1.3 Number of capacity building activities implemented jointly with relevant institutions (responsibility)

Output 2.1 Effective, sustainable, climate-resilient and integrated forest- and land management practices mainstreamed

Output 2.1 indicator

- 2.1.1 Forest area (ha) under sustainable and climate sensitive forest management with EU support (responsibility)

Output 3.1 Green and digital technologies integrated in the value chains of selected forest-products (in the context of a climate-resilient and circular forestry

Output indicator

- 3.1.1 Number of MSMEs applying Sustainable Consumption and Production Practices with EU support (responsibility)

To resume: The contractor is responsible for the fulfilment of SPACES II module objective indicator 4 and the SPACES II output indicators 4.1 and 4.2. He is further responsible for the fulfilment of the forest-related part of STREAM+ specific objective indicators 2.1 and 2.2, 3.1 and 3.3 and of the STREAM+ output indicators 1.1.2, 2.1.1. and 3.1.1. He contributes to the SPACES II module objective indicator 2 and to the STREAM+ specific objective indicators 1.1, 1.2, 1.3 and to the STREAM+ output indicators 1.1.1 and 1.1.3.

³ e.g. thinning material, sawn timber, OSB, plywood, birch charcoal, tea, essential oil, pine nuts, medicinal plants

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The contractor is responsible for providing the following work packages and for achieving the corresponding milestones and indicators. All reports shall be written in English except the FMPIM reports which are written in Mongolian and must be translated into English.

Work package 1: Mainstreaming, institutionalisation, capacity building and implementation of/for climate-resilient, sustainable and inclusive forest management (SFM+) at the local and strategic-political level

(STREAM+ Output 1.1 and related output indicators)

Technical advice for mainstreaming of landscape-embedded, climate-resilient, sustainable and inclusive forest management approaches at the local and strategic-political level and its institutionalization in new or revised national and local regulations or policies, and capacity building and support in the implementation of new regulations and policies.

- Organize and moderate workshops with Inter-Soum and Soum forest units, FUGs, and herder groups in forest transitions zone for joint assessment of climate risks (e.g. vulnerability assessments) and adaptation options related to forest use and management (gender-focus), to identify practicable solutions and local by-laws (e.g. Soum-level) for climate-resilient and sustainable forest use (e.g. grazing), in cooperation with FAO/STREAM;
- Organize and moderate workshops with decision makers on Aimag and Soum level on opportunities and bottlenecks for strengthening the role of FUG for participating in the implementation of a landscape-embedded, climate-resilient, sustainable and inclusive approach for forest management (SFM+) and forest-based income generation at the local level, considering the results of work packages 2 and 3;
- Organize and moderate in close cooperation with GIZ multistakeholder workshops with stakeholders on national level to analyse selected topics for legal regulations and strategic decisions enabling a) an effective and efficient vertical organisational structure on the 3 levels FA (national), Forest Division (Aimag) and Forest Unit (Soum) and with FUG/PFE, b) a landscape-embedded, climate-resilient, sustainable and inclusive approach for forest management (SFM+) with a gender-focus, considering the results of work packages 2 and 3;
- Elaboration and testing of the concept for a vertical structure of NFA from national to Soum level including lessons learnt and recommendations;
- Technical advice in the review of selected policy instruments and regulations and elaboration of amendment proposals and by-laws for facilitating SFM+ and forest-based value chain competitiveness, considering the results of work packages 2 and 3
- Provide training and technical advice to Aimag divisions, Inter-Soum and Soum forest units for reporting on forest management planning, implementation and monitoring (FMPIM);
- Prepare forest policy related knowledge products such as factsheets, policy briefs, training manuals, guidelines and social media content.

Milestones for work package 1 / Output 1.1	Delivery period
4 multi-stakeholder workshops with Inter-Soum and Soum forest units and Aimag forest divisions, FUGs, and herder groups in forest transitions zone for joint assessment of climate risks and adaptation options concluded	4 months after contract award

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A concept for a vertical structure of NFA from national to Soum level is drafted.	4 months after contract award
Inputs (e.g. studies, or draft versions of legal documents) are presented to responsible stakeholder for new or revised policy instruments, with regards to 1) increased FUG participation rights; 2) SFM+ planning, implementation and monitoring	4 to 10 months after contract award
Local by-laws with practicable solutions for shared climate-resilient, sustainable and gender-sensitive forest use by FUG and herder groups in transition zone established	12 months after contract award
Training of Aimag divisions, Inter-Soum and Soum forest units for FMPIIM reporting concluded	10 months after contract award
A concept for a vertical structure piloted and lessons learnt and recommendations documented	15 months after contract award
11 ready-for-publish knowledge products of which 5 social media contents handed over to GIZ	6 to 15 months after contract award
STREAM+ output indicator 1.1.1 Number of legislation and policies including integrated landscape management approaches and gender mainstreaming (contribution of the contractor)	15 months after contract award
STREAM+ output indicator 1.1.2 Status of development of forest management planning, implementation and monitoring (FMPIIM) reports (responsibility of the contractor: 3 effectively published reports)	12 months after contract award
STREAM+ output indicator 1.1.3 Number of capacity building activities implemented jointly with relevant institutions (responsibility of the contractor: 35 capacity building activities in total among work-packages one, two and three a and b)	15 months after contract award
STREAM+ outcome indicator 1.1 Number of laws, bylaws and relevant policies that contribute to the result 1 developed or revised with EU support (contribution of the contractor)	15 months after contract award
STREAM+ outcome indicator 1.2 Status of implementation of sectoral gender policies (contribution of the contractor)	4 months after contract award
STREAM+ outcome indicator 1.3 Number of proposed approaches / documents for adoption climate change adaptation and	12 months after contract award

mitigation policies (including NDC), and environment protection strategies and plans (including energy policies/ strategies) that include gender equality objectives, in line with UNFCCC (contribution of the contractor)	
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Work package 2: Capacitate NFA, local forest administration, PFE, FUG in planning, implementation and monitoring of SFM+

(SPACES II Module indicator 4 and Output indicator 4.1 and 4.2, and STREAM+ Output 2.1 and Output indicator 2.1.1)

Provide capacity building and technical advice to NFA, Aimag forest divisions, Inter-Soum and Soum forest units, PFEs and FUGs, to support them in operational planning of forest management, the implementation of silviculture management activities and forest monitoring, in line with a landscape-embedded, climate-resilient, sustainable and inclusive approach for forest management (SFM+).

- Technical advice to territorial plan development working groups (Aimag and Soum level) to incorporate forest-related aspects into territorial development plans, considering results of the local workshops on climate change risk and vulnerability analysis (work package 1);
- Elaborate a climate risk study for boreal forestry in Mongolia: screen existing documents on climate-resilient forest development types for boreal forests in the target Aimags (characterization of common initial conditions of existing forest types and envisioned silvicultural objectives with focus on climate resilience) and train NFA and local forest units in the elaboration of guidelines for development of forest management plans;
- Determine the precise needs of digital precision technologies (satellite and/or UAV imagery) for Inter-Soum and Soum Forest Units for forest inventory and monitoring data collection, incl. pest control and forest fire prevention (gap analysis), together with relevant partners and GIZ;
- Acquire supplementary selected hardware and software and train users (cf. 5.4);
- Bridging the gap between fire monitoring (forest administration) and firefighting institutions and develop jointly an integrated forest fire management approach (prevention and combating) in the target areas (incl. assessment of existing institutions, processes, tools and equipment);
- Elaborate an updated version of the existing Forest Planning and Management Inventory and implement training to selected Aimags and Soums (responsibility of the contractor);
- Technical advice to NFA in the elaboration of guidelines (including a checklist) for developing forest management plans and respective operational plans that reflect the SFM+ approach at the various administration and implementation levels (Aimag, Inter-Soum, Soum, PFE, FUG);
- Trainings for forest management planning aligned to SFM+ approach at the local level (Soum/inter Soum, Aimag, PFE, FUG), for (digital) data collection and analysis, mapping of forest types and of priority areas (e.g. high value areas, degraded areas for enrichment planting, high risk area for forest fires or pest mitigation measures);
- Technical support to target Aimags, inter Soum and Soum forest units and PFE in the development of SFM+ plans according to new guidelines;
- Training for Aimag forest divisions, inter Soum and Soum forest units, and selected PFEs, in silvicultural measures that mitigate climate change vulnerability (e.g. identifying priority areas/high risk areas, such as high-value timber stands or areas of high

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biodiversity value, and designing fire prevention or pest outbreak mitigation measures, increased harvest intensity in over-mature stands, prescribed burning, enrichment planting, targeted management of natural regeneration and thinnings to steer species composition towards a more diverse stand structure, increased tree health, and improved timber quality);

- Trainings for Soum forest units in application of the new remote sensing tools for forest monitoring in line with the SFM+ approach, including e.g. pest control, fire management, interpretation of forest stand and forest soil degradation, forest biomass and carbon storage (responsibility of the contractor);
- Capacity development of stakeholders at Soum-level and below and provision of equipment for participatory forest fire prevention with focus on forest areas with FUG and Micro-, Small- and Medium-sized Enterprises (MSME) benefitting from value chain support (work package 3);
- Elaboration (in coordination with NFA) of guidelines for climate-resilient tree planting that include best practices in tree nursery management, planting management under consideration of site-specific climate change conditions, post-planting management of reforested or afforested areas, and monitoring of effectiveness of tree planting efforts.
- Evaluation and analysis of existing basic forest economic data and cost norms and elaborate recommendations for the update and verification of the data on operational level;
- Prepare forest planning and management related knowledge products such as factsheets, policy briefs, training manuals, guidelines and social media contents.

Milestones of work package 2 (Output 4 SPACES and STREAM+ 2.1)	Delivery period
Gap-analysis regarding needs on digital precision technology for forest monitoring at Inter-Soum and Soum level (hard- and software)	4 months after contract award
Climate risk study on forestry elaborated	4 months after contract award
Supplementary hard- and software for digital precision technology for forest monitoring at Inter-Soum and Soum level purchased (cf. 5.4)	6 months after contract award
Recommendation report on forest economics on operational level	6 months after contract award
Open accessible satellite imaging for relevant forest data / images on selected workstations available and trained	7 months after contract award
Training on SFM+ implemented	8 months after contract award
Methodology developed/adapted for target forest units for monitoring of forest operations, including pest control, fire management, forest stand and forest soil degradation, forest biomass and carbon	10 months after contract award

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storage based on aerial and/or satellite-based data	
Forest planning and management inventory methodology updated	10 months after contract award
Draft of guidelines for climate-resilient forest development types presented to NFA	8 months after contract award
Draft of guidelines for SFM+ forest management and operational planning aligned to SFM+ approach for Aimag, Inter-Soum, and Soum level presented to NFA	10 months after contract award
Draft of guidelines for climate-resilient tree planting presented to NFA	10 months after contract award
Integrated fire management approach for target areas developed	12 months after contract award
Training on forest planning and management inventory updated	12 months after contract award
3 SFM+ plans at Aimag level revised or newly elaborated in line with new guidelines	12 months after contract award
10 SFM+ plans at Soum level revised or newly elaborated in line with new guidelines	12 months after contract award
In 10 Soum, participatory forest fire prevention teams with FUG and MSME (PFE) participation are re-activated, trained and equipped	15 months after contract award
In 10 Soum, systems on monitoring the effectiveness of tree planting in afforested/reforested areas established	10 months after contract award
11 ready-for-publish knowledge products handed over to GIZ of which 5 social media contents	4 to 15 months after contract award
STREAM+ output indicator 1.1.3 Number of capacity building activities implemented jointly with relevant institutions (responsibility of the contractor: 35 capacity building activities in total among work-packages one, two and three a and b)	15 months after contract award
SPACES II output indicator 4.1 15 forest management plans with achievable sustainable logging and afforestation targets have been partially implemented by the state authorities (Aimag and National Forest Agency) (responsibility of the contractor: 15 forest management plans)	15 months after contract award

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SPACES II outcome indicator 4 3.000.000 ha of forest area is managed in a sustainable and climate-sensitive manner (responsibility of the contractor: 2.105.931 ha ⁴ forest sustainably and climate-sensitively managed).	15 months after contract award
STREAM+ outcome indicator 2.1 Areas of terrestrial ecosystems under sustainable management with EU support (responsibility of the contractor: 2.105.931 ha forest sustainably and climate-sensitively managed)	15 months after contract award
STREAM+ outcome indicator 2.2 Number of Aimag and Soum territorial development plans incorporating sustainable landscape management (forest ecosystem related part of the landscape under responsibility of the contractor: 6 Soums, 1 Aimag)	15 months after contract award

Work package 3.a Strengthen sustainable inclusive forest-based value chains (Output 3 and Specific Objective indicator 3.2)

Advisory services to induce change processes and build capacities to strengthen sustainable, inclusive forest-based value chains with high participation of FUG and MSME, including PFE. The value chains (VC) shall contribute to a climate-resilient, sustainable forest management, circular economy and the reduction of fossil carbon emissions, while creating jobs at the local level. The focus is on products derived from thinnings and dead wood collection, such as but not limited to birch charcoal, briquettes, wood pellets and wood chips for FMB, as well as non-wood forest products such as but not limited to essential oils (pine cone oil, etc.), forest teas (leaves and berries), birch sugar (xylitol) and birch syrup, taking into account their market potential.

- After consultation with GIZ-team, MoFALI, NFA and/or MECC, establish, organise and moderate multi-stakeholder round tables on national level for four promising forest-based VCs (round tables can be organized separately or combined), with the aim of increasing sector competitiveness through joint analysis of opportunities and challenges and inducing change processes through improved knowledge management, stakeholder coordination and the elaboration of recommendations for policy instruments;
- Elaborate training material and conduct trainings for FUG/MSME representatives on communication, dialogue techniques and for FUG/MSME and NFA staff in the VC approach to enable effective participation in value chain roundtables;

⁴ The figure 2.106.931 ha results from the target value 3.000.000 ha minus the baseline-value 894.069 ha.

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- Facilitate participatory analysis of market opportunities and bottlenecks for selected VCs, and provision of technical advice to the round table members to develop joint action plans for improving framework conditions and competitiveness;
- Conduct capacity-building actions in line with the VC round table action plans, e.g. technical or market studies on prioritised topics/products that support the removal of barriers to competition and increased competitiveness (where feasible, in coordination with research institutions/academic sector/TVET);
- Conduct studies to strengthen value chain competitiveness, e.g.: i) participatory analysis of current tax system for import/export of wooden products, and its impact on the development of the national forest sector and climate-resilient forest management; ii) forest economics: review of the current cost norms for forest activities and operations, esp. subsidies for thinning; iii) analysis of limitations preventing FUG from fully participating in forest-based value chains and feasible solutions (responsibility of the contractor); and advice to national partners (MECC/MoFALI) in organizing and moderation of workshops on the mentioned topics.
- Conduct a feasibility study on wood-based heating systems in selected pilot regions, including economic analysis of the utilisation of residuals from thinning and dead wood collection, the anticipated benefits of replacing fossil fuels; reducing air pollution and preventing forest fires, and international funding opportunities (e.g. GCF, carbon reduction);
- Derivation of recommendations for policy (instruments) (see work package 3) that support forest-based value chain development.
- Prepare value chain related knowledge products such as factsheets, policy briefs, training manuals, guidelines and social media contents.

Milestones of work package 3.a (Output 3)	Delivery period
Training methodologies and material developed	3 months after contract award
Stakeholder mapping concluded and relevant stakeholder trained in VC approach and its relevance for sustainable forest management	5 months after contract award
Internal regulations of the VC round tables approved	4 months after contract award
Action plans for strengthening selected VC developed by round table members	4 months after contract award
4 studies carried out	6 months after contract award
Results of relevant studies (e.g. on economic framework conditions, market studies, forest-based VC competitiveness) validated by round table members	8 months after contract award
proposals for policy instruments, amendment of legal regulations prepared by the round tables, aiming at the general forest sector or VC-specific, elaborated	10 months after contract award

Subject of the tender procedure:

Transaction number:

9 ready-for-publish knowledge products handed over to GIZ of which 5 social media contents	4 to 15 months after contract award
STREAM+ output indicator 1.1.3 Number of capacity building activities implemented jointly with relevant institutions (total responsibility of the contractor: 35 capacity building activities in total among work-packages one, two and three a and b)	15 months after contract award
STREAM+ outcome indicator 3.3 Number of forestry value chains reinforced with EU support (responsibility of the contractor: 4 forestry value chains)	15 months after contract award

Work package 3.b: Strengthening entrepreneurial and networking capacities of FUG and MSME

(Stream+ Output 3 and Specific Objective indicator 3.1)

Advisory services for building partnerships with the private sector and strengthening the entrepreneurial capacities of FUG and MSME staff to enable them engaging in formal markets, adding value and achieving a positive return on sustainable forest management that improves forest health and climate resilience. If feasible, synergies with national business incubator service providers and TVET shall be fostered.

- Training and legal advice for selected FUG to help them become private entities with full rights to implement forest management activities and to fully integrate in forest-based value chains;
- Conduct a capacity-building needs assessment for incubator service providers and/or other educational entities for forest-based product supply chain support, and implement capacity-building actions if significant gaps are identified (trainings/studies);
- Provide training for selected FUG and MSME (with a gender focus) in organisational, administrative and entrepreneurial capacities to prepare them for formal engagement in supply chains with partner companies, if feasible in cooperation with incubator service providers;
- Identification of companies interested in engaging in inclusive business alliances with FUG/MSME and facilitation of partnerships;
- Trainings and technical advice of FUG/MSME in elaboration of sustainable business plans for green, high-quality forest-based products, under consideration of market options and requirements, and co-investment options with business partners and support-programmes offered by MoFALI;
- Support selected FUG/MSME in product development, quality aspects and value adding according to market requirements through knowledge transfer, technologies and equipment;
- Trainings of FUG/MSME in work safety and the use of personal protection equipment at various production levels;

Subject of the tender procedure:

Transaction number:

- Needs assessment for FUG/MSME to prepare for (digital) traceability systems and/or the creation of a national sustainability label aligned to international certification standards and implementation of respective trainings according to identified market demand;
- Prepare private sector related knowledge products such as factsheets, policy briefs, training manuals, guidelines and social media contents.

Milestones of work package 3.b / SPACES Output 4 and STREAM+ Output 3)	Delivery period
10 FUG and 6 MSMEs of forest-based products selected to be supported by STREAM+	4 months after contract award
SME incubator service provider trained in specific topics for forest-based SME	6 months after contract award
10 FUG and 6 MSMEs have contracts signed between incubator service provider and SME/FUG for entrepreneur skills trainings	7 months after contract award
3 inclusive business alliances prepared to be signed (e.g., letter of intent) between MSME/FUG and companies (processing industries or trader, distributor)	12 months after contract award
9 ready-for-publish knowledge products handed over to GIZ of which 5 social media contents	4 to 15 months after contract award
SPACES II output indicator 4.2 10 forest user groups or forest enterprises, 3 of which are led by women, have implemented a business plan for forest management (bankable) (responsibility of the contractor: 10 forest user groups or enterprises of which 3 led by women)	10 months after contract award
SPACES II outcome indicator 4 Three user agreements have been used by men and women for the legal and sustainable use of timber and non-timber products in a pilot forest in the limited use zone of a protected area (contribution of the contractor).	15 months after contract award
STREAM+ output indicator 1.1.3 Number of capacity building activities implemented jointly with relevant institutions (total responsibility of the contractor: 35 capacity building activities in total among work-packages one, two and three a and b)	15 months after contract award

Subject of the tender procedure:

Transaction number:

STREAM+ outcome indicator 3.1 Number of (a) jobs, (b) green jobs supported/ sustained, disaggregated by sex, age and disability (responsibility of the contractor: 100 jobs supported or sustained)	15 months after contract award
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2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required materials, equipment and consumables available for project implementation and partners and covers their operating and administrative costs (cf. 5.4 and 5.5).

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements:

Monitoring:

The contractor plays an active role in feeding the existing results-based monitoring of the project. The Teamleader should participate in the regular project's team meetings and monitoring workshops. Regular monitoring activities must be coordinated with the GIZ monitoring officer and cover at least the following:

- Degree to which activities are implemented
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
- Results that have occurred in the contractor's sphere of responsibility
- Results that have occurred outside the contractor's direct sphere of responsibility
- Implementation risks (e.g. cooperation with local partners, conflicts, forest fire, The contractor provides the following reports in English.

Reporting:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides all reports in English language.

- 1 inception report (7 to 10 pages): 4 weeks after inception workshop

Subject of the tender procedure:**Transaction number:**

- Interim quarterly progress reports (4 to 5 pages), counting from the inception report submission
- Annual progress reports aligned with the annual SPACES (submission deadline March 31st) and STREAM+ (submission deadline Sept 30th) reporting requirements (6 to 8 pages)
- 1 draft final report on May 31st, 2028
- 1 final report on June 30th, 2028

The interim report(s) and the final report must provide information about the progress made towards objectives in each of the monitoring areas specified above and contain possible “lessons learned”.

Requirements for company-wide learning, knowledge and innovation:

- The contractor is expected to introduce innovative concepts to the Mongolian forestry sector in the above-specified thematic areas (work packages 1, 2, 3.a and 3.b) in order to achieve the listed milestones and indicators. In this sense, he is responsible for conceptual guidance, documentation, and quality assurance of respective key processes and results. The contractor is responsible for communicating and harmonizing new methodological concepts and approaches to the GIZ team and ensuring they are aligned across the entire project team. Where necessary, the contractor is responsible for providing technical guidance to national GIZ experts on new approaches and methodologies for mainstreaming them among the entire team. To this end, the consultant shall employ a training-of-trainers (ToT) approach and deliver more specialised or complex capacity development activities directly.
- The contractor ensures transparent and close coordination to create high synergies between the GIZ expert team and the contractor's expert team. Part of GIZ's national team includes three field staff based in the three target Aimags, as well as three national forest experts specialising in forest policy, forest operations and forest management planning.
- The contractor is responsible for guaranteeing close coordination with the team leader and the component leader to ensure best possible performance and knowledge management for optimal use of existing resources.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- General quality assurance of the work in the field;
- 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;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;

Subject of the tender procedure:

Transaction number:

- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- Gender equality:

The project is to promote women's economic and social rights and address gender dimensions of the green and digital transition. This contributes to

- Women's economic empowerment in green sectors
- Equal access to education, skills, and decent work
- Gender-responsive climate and environmental governance

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures: In all activities, participation and involvement should be equal and cover all underrepresented groups. The contractor must incorporate a gender equality approach into all events and training sessions. All training materials and digital tools should be designed so that all participants have equal access to and benefit from the knowledge they contain (leave no one

Subject of the tender procedure:**Transaction number:**

behind). To this aim, the contractor is responsible to ensure the consistent use of gender-equitable language, explicit inclusion of women and girls, and a gender-balanced ratio of speakers/panellists, so that the contribution of female participants is reflected at all levels of implementation. The stakeholder workshops defined in all work packages and validation of the results should be gender mainstreamed.

The contractor's staffing profile should be balanced in terms of gender and age.

- Environmental protection and climate action (climate change mitigation/adaptation): The contractor is required to advise partners, to design and support the implementation of forest management activities in a way that contributes to Mongolia's NDC to the UNFCCC.

All activities planned as part of the delivery, and particularly as part of events and trainings, must be assessed for their potential negative effects on the environment and climate with appropriate means. Activities with a negative impact are to be avoided. The contractor is expected to compensate for CO2 emissions from flights.

- Conflict and context sensitivity:

The consultant is required to apply a conflict-sensitive approach at all intervention levels and for all outputs ('do no harm'). This is particularly important when promoting the increased participation of FUG in the management and harvesting of a specific forest area, given the nomadic herder culture and potential overlaps with customary rights. All measures have to be designed to ensure inclusiveness and balance of interests.

- Human rights:

The contractor is also required to ensure that labour rights are respected, and that adequate health and safety measures are in place among private-sector partners and MSMEs supported by the project. In the event of any mismanagement being observed, the contractor is required to provide guidance and assistance to overcome any detected failures.

Activities that have a negative impact, or cooperation with partners who are unwilling to implement corrective measures, should be avoided.

The contractor must inquire relevant information from GIZ's local Risk Management Office (RMO) and must coordinate the agreed requirements with the RMO.

3. Technical-methodological concept

In the following subsections, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

Subject of the tender procedure:

Transaction number:

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToR (section 1.1.2 of the assessment grid) by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation including a critical reflection on the planned activities;
- making an assessment of the technical concept

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToR
- Development of partnerships with the relevant actors

Subject of the tender procedure:

Transaction number:

- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify briefly the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

3.3.2 Building partnerships with the relevant actors
(section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The tenderer is required to describe his existing partnerships and networks within the partner system and beyond (e.g. with regards to export opportunities in the VC) and how he would use them to facilitate project implementation. The project partnerships already mentioned in section 1 must also be taken into account, as well as the use of national resources (for example national institutions, network partners etc.) in the context of service delivery.

3.3.3 Approaches for leverage effects and measures for scaling-up
(section 1.3.3 of the assessment grid)

– Not applicable –

3.3.4 Consideration of environmental and social compatibility requirements
(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Subject of the tender procedure:

Transaction number:

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	4 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)
Requirement: Human rights	2 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In the following subsections, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

– Not applicable –

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

– Not applicable –

Subject of the tender procedure:

Transaction number:

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project or the partner are met (see section 2.3). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated.

3.5 Further requirements

(section 1.5 of the assessment grid)

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical backstopping.

4. Personnel

The tenderer is required to provide experts for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender, age etc.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment. 'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 20 expert days per month.

All language skills are required below in accordance with the Common European Framework of Reference for Languages (A1 to C2).

Expert 1: Team leader and forest policy and management expert with international expertise (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1:

- Overall responsibility for all work packages and their results mentioned in chapter 2.2
- Specific responsibility for the work packages 1 and 2 in close collaboration with expert 2.
- Comprehensive staff management and work coordination of the contractor's team
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Quality assurance of activities and results
- Design, implementation, monitoring and evaluation of capacity development measures for local partners as described in the work packages
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)

Subject of the tender procedure:**Transaction number:**

- Identifying, planning and managing necessary short-term assignments and supporting experts in close concertation with the commission manager
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Organise and supervise the elaboration of knowledge management products related to forest policies, planning and management
- Responsibility for controlling the use of funds and financial planning in consultation with the commission manager
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 1:

Education/training (section 2.1.1 of the assessment grid):	University degree ('master's or German Diplom') in forestry, environmental science, natural resources management or climate change
Language (section 2.1.2 of the assessment grid):	Knowledge of English C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	15 years of professional experience in sustainable forest planning or management (5 out of 10 points) of which 5 years in the last 10 years (5 out of 10 points)
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in sustainable boreal forest planning or management (5 out of 10 points) of which 2 years in the past 5 years (5 out of 10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience with disciplinary leadership responsibility for 5 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience outside of Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East (UN DESA definition)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in Mongolia
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	10 years of experience in development cooperation
Other (section 2.1.9 of the assessment grid):	5 years of experience in forest planning or management in Eastern Europe, Northern Europe, Northern America or Western Europe (UN DESA definition)

Subject of the tender procedure:

Transaction number:

Expert 2: Forest Planning and Management Expert with national expertise (section 2.2 of the assessment grid)

Tasks of expert 2

- Organising the activities of the workpackages 1 and 2 under the supervision of the teamleader / forest expert with international expertise
- Responsible for achieving related milestones, indicators and outputs (cf. Section 2.2) of the workpackages 1 and 2

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	University degree (master's or German Diplom') in forestry, environmental sciences or natural resources management
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages (5 out of 10 points) and Mongolian C2-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.2.3 of the assessment grid):	8 years of professional experience in sustainable forest planning or management (5 out of 10 points), of which 5 years in the last 10 years (5 out of 10 points)
Specific professional experience (section 2.2.4 of the assessment grid):	5 years of professional experience in boreal forestry
Leadership/management experience (section 2.2.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	2 years of professional experience outside Mongolia
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	6 years of professional experience in Mongolia
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	3 years of experience in development cooperation
Other (section 2.2.9 of the assessment grid):	4 years of experience in social forestry, multistakeholder or roundtable processes

Expert 3: Value chain expert with international expertise (section 2.3 of the assessment grid)

This position is a key expert.

Subject of the tender procedure:**Transaction number:**Tasks of expert 3

- Specific responsibility for the implementation of work packages 3.a and 3.b in close collaboration with expert 4
- Responsible for achieving related milestones, indicators and outputs (cf. Section 2.2) of the work packages 3.a and 3.b
- Organise and supervise the elaboration of knowledge management products related to forest related value chains

Qualifications of expert 3.

Education/training (section 2.3.1 of the assessment grid):	University degree ('master's or German Diplom') in forestry, management of natural resources, economics or financial business administration.
Language (section 2.3.2 of the assessment grid):	Knowledge of English C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.3.3 of the assessment grid):	10 years of professional experience in value chain development (5 out of 10 points), of which 5 years in the last 10 years (5 out of 10 points)
Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience in value chain development of timber forest products and non-timber forest products
Leadership/management experience (section 2.3.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	5 years of professional experience outside of Mongolia (5 out of 10 points), of which 2 years in value chain development (5 out of 10 points)
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	5 years of professional experience in Mongolia (5 out of 10 points), of which 2 years in value chain development (5 out of 10 points)
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	2 years of experience in development cooperation
Other (section 2.3.9 of the assessment grid):	2 years of experience in multistakeholder or roundtable processes

Expert 4: Expert for MSME business development with national expertise (section 2.4 of the assessment grid)Tasks of expert 4

- Organising the activities of the work packages 3.a and 3.b on the local level under the supervision of the value chain expert with international expertise
- Support the value chain expert with international expertise in key activities (e.g. conduct trainings, assessments, studies)

Subject of the tender procedure:

Transaction number:

- Specific focus on on-site business development, development of bankable projects and capacity enhancement of enterprises in forest related value chains

Qualifications of expert 4

Education/training (section 2.4.1 of the assessment grid):	University degree ('master's or German Diplom') in economics, or financial business administration.
Language (section 2.4.2 of the assessment grid):	Knowledge of English C2-level in the Common European Framework of Reference for Languages (5 out of 10 points) and Mongolian C2-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.4.3 of the assessment grid):	5 years of professional experience in business development (5 out of 10 points), of which 2 years in the last 5 years (5 out of 10 points)
Specific professional experience (section 2.4.4 of the assessment grid):	2 years of professional experience in value chain development of timber forest products and non-timber forest products
Leadership/management experience (section 2.4.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	2 years of professional experience outside Mongolia
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	3 years of professional experience in Mongolia
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	2 years of experience in development cooperation
Other (section 2.4.9 of the assessment grid):	– Not applicable –

Expert 5: Finance and Administration Expert with national expertise (section 2.5 of the assessment grid)

Tasks of expert 5

- Responsible for all administrative, procurement and financial processes of the contractor
- Assure that procurement and financial transactions are executed according to up-to-date GIZ rules and regulations.
- Translate invoices from Mongolian to English
- Support the team in organising trainings, workshops and field trips.
- Assure knowledge management according to GIZ standards

Subject of the tender procedure:

Transaction number:

Qualifications of expert 5

Education/training (section 2.5.1 of the assessment grid):	University degree (bachelor) in economics, financial business administration or accounting.
Language (section 2.5.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (5 out of 10 points) and Mongolian C2-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.5.3 of the assessment grid):	5 years of professional experience in administration or accountancy or project management
Specific professional experience (section 2.5.4 of the assessment grid):	2 years of professional experience in event organisation or knowledge management in the last 5 years
Leadership/management experience (section 2.5.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	5 years of professional experience in Mongolia
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	2 years of professional experience in development cooperation
Other (section 2.5.9 of the assessment grid):	– Not applicable –

Expert 6: Short Term Expert (STE) Pool ‘International Expertise’ with 11 experts (not evaluated)

The experts in this pool are not part of the technical assessment. Therefore, the submission of relevant CVs in the bid is not necessary. The fulfillment of the qualifications specified for the pool below must be confirmed by GIZ before the experts are assigned. The actual number of experts assigned from the pool may differ from the number of experts required in the expert pool. Each assignment must be approved by the commission manager on the basis of a meaningful CV and specific ToR of the assignment.

Tasks of the short-term expert pool

The general task of the expert pool is to support the Long-Term Experts of the contractor and of GIZ in specific and advanced technical developments and innovative solutions during the project implementation of SPACES II and STREAM+ in Mongolia. The possible assignments comprise the following fields:

General (STE 1)

Subject of the tender procedure:

Transaction number:

- Initiate organisational development processes and design and facilitate multi-stakeholder workshops and dialogues with relevant target groups

Climate-adapted sustainable forest management and forest management planning (SFM+, STE 2 to 5)

- Elaborate a climate risk, vulnerability and adaptation analysis in the Mongolian forest sector, esp. in the boreal zone, design possible adaptation measures and suggest guidelines (STE 2).
- Execute a gap analysis with regards to necessary GIS, digital and other technical innovative solutions and tools in the Mongolian forest sector (e.g. for forest fire management, pest control, by e.g. satellite or drone observation etc.) (STE 3).
- Support and train partners in the use of adapted state-of-the-art digital and technical solutions and tools (STE 3).
- Revise existing forest inventory methods, esp. on Soum level, adapt and elaborate guidelines and necessary trainings (STE 4).
- Analyse current and forecasted risks of forest fire, institutional set-up, structures and processes; bringing actors together; suggest e.g. monitoring, preventive measures, next steps and possible trainings (STE 5).

Economic forestry framework conditions (STE 6 to 11)

- Analysis and adaptation of current forest economic framework conditions, e.g. forest cost norms for forest activities and operations, subsidies for thinning, tax system for import/export of wooden products (STE 6)
- Analyse international existing and upcoming funding opportunities for protection, Forest Landscape Restoration and investment (e.g. carbon markets, biodiversity credits, international funds and facilities) and elaborate (or prioritize) suitable options for the Mongolian forest sector (STE 7)
- Strengthening forest-based value chains through (participatory) analysis of and elaboration of management options for e.g. i) challenges and opportunities in the sector, ii) situation of air pollution from fuelwood in settlements and possible solutions regarding technical or efficiency improvements, iii) a feasibility study on wood-based heating systems, including the use of residuals from thinning, dead wood collection, anticipated benefits of replacing fossil fuels, iv) challenges and opportunities for Timber Forest Products (TFP) and Non-Timber Forest Products (NTFP) export, certification, processing enhancements (STE 8 and 9)
- Training in work safety norms and measures for FUG and MSME regarding forestry works or forest related Value Chains (STE 10)
- Prepare ready-for-publish versions based on drafts of knowledge products in cooperation with Mongolian design experts (e.g. policy briefs, training material, guidelines) (STE 11)

All studies must be related to the possible impact on the development of the national forest sector and climate-resilient forest management in Mongolia.

The exact number and sequence of the assignments cannot be planned in detail in advance. The contractor will provide the services in very close coordination with the GIZ project team. The following profiles are required:

Qualifications of Short Term Expert 1:

Subject of the tender procedure:**Transaction number:**

Education/training:	University degree (master's or German Diplom') in a natural or social science course
Language:	Knowledge of English C2-level in the Common European Framework of Reference for Languages
General professional experience:	10 years of professional experience in the forest sector or natural resources management or rural development or value chain development
Specific professional experience:	5 years of professional experience in multi-stakeholder processes
Leadership/management experience	10 years of professional experience in the forest sector or natural resources management or rural development or value chain development
International professional experience outside Mongolia	10 years of professional experience in countries outside Mongolia
Professional experience in Mongolia:	2 years of professional experience in Mongolia
Experience in the field of development cooperation:	5 years of experience in high-level organisational development processes
Other:	Not applicable

Qualifications of the Short Term Experts 2 to 5 (SFM+):

Education/training:	4 experts with a university degree ('master's or German Diplom') forestry or natural resources management
Language:	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	10 years of professional experience in the forest sector or natural resources management or rural development or value chain development
Specific professional experience:	4 experts, with 5 years of specific professional experience of which 2 years in the past 5 years in one of the following fields: • forest climate risk and adaptation (STE 2) • innovative instruments in forest planning, management and monitoring (e.g. GIS, digital or other technical solutions e.g. for forest fire management, pest control) (STE 3) • forest inventory (STE 4) • forest fire prevention, monitoring and management (STE 5) Each topic has to be covered by one expert.
Leadership/management experience:	Not applicable
International professional experience outside Mongolia:	Each expert with 5 years of specific professional experience in countries outside Mongolia

Subject of the tender procedure:

Transaction number:

Professional experience in Mongolia:	Each expert with 1 year of professional experience in Mongolia
Experience in the field of development cooperation:	Each expert with 5 years of experience in development cooperation processes
Other:	Not applicable

Qualifications of the Short Term Experts 6 to 11 (Forest Economics, Value Chains and Knowledge Management):

Education/training:	6 experts with a university degree 'master's or German Diplom') in forestry, natural resources management, social or economic sciences
Language:	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	10 years of professional experience in the forest sector or natural resources management or rural development or value chain development
Specific professional experience:	6 experts with 5 years of specific professional experience of which 2 years in the past 5 years in one of the following fields: • forest economic framework conditions (STE 6) • use of fuelwood, risk of air pollution (STE 7) • TFP value chain development (STE 8) • NTFP value chain development (STE 9) • Work safety in forestry works or forest-related VC works (STE 10) • Knowledge management and communication or design (STE 11) Each topic has to be covered by one expert.
Leadership/management experience:	Not applicable
International professional experience outside Mongolia:	Each expert with 5 years of specific professional experience in countries outside Mongolia
Professional experience in Mongolia:	Each expert with 1 year of professional experience in Mongolia
Experience in the field of development cooperation:	Each expert with 5 years of experience in development cooperation processes
Other:	Not applicable

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](https://unstats.un.org/unsd/methodology/m49) (https://unstats.un.org/unsd/methodology/m49) for country assignment.

Subject of the tender procedure:

Transaction number:

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Staff presentation

(section 2.11 of the assessment grid)

– Not applicable –

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Short Term Expert days in country of residence	Availability of expert in the country of assignment (Mongolia) in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international return flights	Number of national return flights
Expert 1 TL Key Expert Team leader and forest policy and	0	283	283	Yes	1	0

Subject of the tender procedure:

Transaction number:

management expert with international expertise						
Expert 2 Forest Planning and Management Expert with national expertise	0	265	265	No	0	0
Expert 3 Key Expert Value chain expert with international expertise	0	265	265	Yes	1	0
Expert 4 Expert for MSME business development with national expertise	0	265	265	No	0	0
Expert 5 Finance and Administration Expert with national expertise	0	283	283	No	0	0
Expert 6 Short Term Expert pool with 11 experts	40	150	190	No	20	18

5.2 National administrative staff

The following national administrative staff are needed:

1 Office assistant for 15 months.

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

Subject of the tender procedure:

Transaction number:

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	25
Total number of national flights	18
CO ₂ offsets for flights	EUR 2.900 An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport)	EUR 5.010 (25 int. flights plus 18 nat. flights)
Per-diem allowances	550 days
Overnight accommodation allowances STE	550 days
Other travel expenses (e.g. vaccination, visa)	EUR 2,990 (13 int. experts)

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 (download at <https://www.bundesfinanzministerium.de>).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs (economy)

Notes on the settlement of accommodation allowances outside Germany:

For Mongolia, tenderers may offer accommodation allowances up to EUR 92. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

Subject of the tender procedure:**Transaction number:**

- If the contractor offers accommodation allowances at up to 75% (EUR 69) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 69,01 – 92,00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

Accommodation allowances outside Germany that exceed the maximum amount permissible under tax law as stipulated by BMF and were unavoidable (e.g. due to security requirements) can be settled exclusively on presentation of a written justification of the specific case for the evidenced costs up to the contractually agreed amount.

5.4 Materials and equipment

Budget for materials and equipment: EUR 49.000

The contractor procures the following materials and equipment:

- EUR 19.000 for office equipment of the contractor,
- EUR 10.000 for IT-equipment (hard- and software) for the partner for remote sensing activities (cf. Work Package 2)
- EUR 20.000 for material and tools for partners to strengthen Value Chains.

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence). The procurement of material for the partner has to be closely coordinated with and approved by the commission manager of the GIZ project.

All materials and equipment purchased by the contractor will be handed over to the partners at the end of the contract.

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
<i>Not applicable</i>	<i>Not applicable</i>	Office equipment for the contractor (EUR 19.000): 5 kits office furniture (e.g. desks, chairs) 5 laptops

Subject of the tender procedure:

Transaction number:

		5 office applications and licenses 5 computer screens 1 laser scanner-printer 2 Starlink hardware kit Moderation and presentation material (flip-chart, pinboard) 1 Beamer 1 kit various items
		Remote sensing equipment and tools for the partners: to be determined by the consultant in collaboration with the provincial (Soum, Aimag) partners (EUR 10.000)
		Equipment for FUG/MSME for Value Chain Development: to be determined by the consultant in collaboration with the partners (EUR 20.000)

5.5 Operating costs in the country of assignment

The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract in the country of assignment. The lump sum must include all the costs involved in the proper running of the offices and vehicles.

	Months
Office rental and operating costs including all running costs, Internet, Starlink-communication, cleaning and maintenance	15
Vehicle rental and operating costs: 20 days per month, including driver, driver travel costs, fuel, insurance, repair etc.	15

Subject of the tender procedure:

Transaction number:

5.6 Workshops, education and training

The contractor runs the following workshops/ and training courses:

- 3 workshops with estimated 30 participants (partners and/or beneficiaries)
- 50 training courses with estimated 25 participants (partners and/or beneficiaries)

Workshop / training budget: EUR 230.550

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire (where public venues are not available)
- Technical systems (if necessary)
- Translation/interpreting services
- Catering
- Workshop materials
- Travel expenses for participants (partner experts and beneficiaries) (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

Budget for other costs: EUR 7.200

The fixed, unalterable budget above is earmarked in the price schedule for the final elaboration of print versions of 18 selected ready-for-publish knowledge products (cf. Chapter 2.2 workpackages).

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 110.000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

Subject of the tender procedure:

Transaction number:

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in German or English language.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs can also be submitted in German or English language.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Subject of the tender procedure:

Transaction number:

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition: GIZ's commissioning party extends or provides additional funding for the current project or commissions a follow-on project or an agreement is concluded to provide cofinancing for the measure.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

-Not applicable -

7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.

- Not applicable -

8. Annexes

1. Module proposal BMZ (*Modulvorschlag*)
2. Results Matrix BMZ (*Wirkungsmatrix*)
3. Modification offer BMZ (*Änderungsangebot*)
4. Description of the Action EU (DoA)
5. Map of actors