

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

CONFIDENTIAL

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| <b>Development and piloting of Service Costing Methodology</b> | <b>Project number/<br/>cost centre:</b><br><b>G-018126-003</b><br><b>G-012314-001</b> |
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## **0. List of abbreviations**

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| BMZ  | German Federal Ministry for Economic Cooperation and Development |
| LSG  | Local Self-Government  |
| MTAI | Ministry of Territorial Administration and Infrastructure        |
| SDC  | Swiss Agency for Development and Cooperation                     |
| TARA | Territorial and Administrative Reform of Armenia                 |
| ToR  | Terms of reference   |

## 1. Context

### Brief information on the project

The Integrated Municipal Development in Armenia (IMD) project aims to enhance the efficiency, effectiveness, and citizen-orientation of local self-governments. By advising and supporting partner organizations, the project seeks to improve the framework for local development while closely collaborating with selected municipalities known as transformation partners. These efforts focus on implementing reforms to enhance service quality and accessibility, foster local economic growth, optimise local self-governance, and empower citizens in municipal decision-making.

Throughout the project duration from April 2024 to March 2027, success stories and lessons learned from transformation partners will be shared through various exchange platforms, ensuring the replication of successful models for integrated municipal development across Armenian local self-governments.

The project is implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the Swiss Agency for Development and Cooperation (SDC). It is carried out in close cooperation with the Ministry of Territorial Administration and Infrastructure (MTAI) as the main political partner.

Another project, in line with the activity will be implemented is “Sustainable water management for resilient community development in Armenia (EU4Sevan+)” that will start in December of 2025. EU4Sevan+ complements several ongoing or planned initiatives, addressing critical gaps in integrated water resources management, municipal wastewater management, and the corresponding policy and regulatory framework in Armenia. By aligning with these efforts, it ensures a harmonized and comprehensive approach to enhancing Armenia’s environmental sustainability and climate resilience.

The Project contributes to the overall objective of the Reform and CEPA Implementation Facility, namely: “Advancing the EU-Armenia Comprehensive and Enhanced Partnership Agreement (CEPA), supporting Armenia’s reform process, and fostering socio-economic development.” It aligns with the EU-Armenia CEPA, and with Priority Area 3: Environmental and Climate Resilience of the Multi-annual Indicative Programme (MIP) for Armenia 2021–2027.

The main key partners of the project are *MTAI*, which oversees municipal services and infrastructure, and the decentralisation of powers, the *Water Committee* under MTAI, which plays a key role in national water policy and basin-level water management, the *Ministry of Environment (MoEnv)*, which is responsible for environmental protection, pollution control, and water resource conservation and protection of Lake Sevan and Sevan National Park.

- Background Information

In Armenia, the territorial and administrative division inherited from the past, along with limited decentralization, posed significant challenges to local self-governance, effective service provision, and the efficient use of public financial resources. With 915 municipalities of varying population sizes and institutional capacities, the municipal landscape was highly fragmented, resulting in many local governments being unable to fulfil their mandates effectively or deliver services in a financially sustainable manner.

To address these systemic issues, in 2015 the Government of the Republic of Armenia (RA) initiated a major restructuring through the Territorial and Administrative Reform of Armenia (TARA). The reform aimed to create a more functional framework for local self-government by consolidating municipalities, strengthening local institutions, and improving governance, planning, and fiscal management at the local level. By the end of 2022, the number of municipalities had been reduced to 71, with 64 consolidated into larger territorial units and 7

retained as stand-alone municipalities. This transformation has created a more favourable environment for good governance and resource allocation but has also highlighted the need for new financial and administrative tools to support effective service delivery under the consolidated structure. A critical gap that has emerged is the lack of a consistent, evidence-based approach to determining the real cost of municipal services. In the absence of standardized service costing methods, municipal authorities face difficulties in preparing realistic budgets, setting appropriate service duties or fees, measuring efficiency, or making informed decisions about outsourcing, service efficiency, or internal performance management. This challenge is especially pronounced in newly consolidated municipalities, where service responsibilities have expanded but financial planning systems remain underdeveloped.

Recognizing this gap, the current assignment focuses on the practical costing of one selected municipal service as a pilot – specifically, the water supply and wastewater treatment service in those municipalities where it is managed by local self-governments. This pilot will serve as a foundation for developing a broader, standardized Municipal Service Costing Methodology. Starting from actual practice allows the methodology to be grounded in real-world conditions, ensuring it remains both flexible and scalable across different municipalities and service types. Ultimately, this approach will promote greater transparency, accountability, and data-driven decision-making in local service delivery.

#### Water supply and wastewater management sector context in Armenia

Armenia's water supply and wastewater management sector has experienced a complex evolution over the past three decades. Following the collapse of the Soviet Union, much of the country's water infrastructure, originally designed with excess capacity and limited attention to operational efficiency, had fallen into severe disrepair by the late 1990s. Water service companies were financially unsustainable, recovering only a fraction of their operational costs through tariffs, while thousands of rural residents remained outside the reach of centralized systems, relying on standpipes or natural sources. In some districts of settlements semi-centralized sewer systems are available that are not connected to the main collectors, and collected wastewater is finally discharged into open basin without any even initial treatment. Households that are located beyond the "Veolia Djur" service provision area or described above semi-centralized sewer systems, have their own septic tanks or pit latrines that, unfortunately, in its most cases do not have impermeable walls and beds. As a result of it, the accumulated wastewater penetrates in to soil with all consecutive negative impacts on Environment. In response to these challenges, Armenia initially attempted decentralization in the mid-1990s by transferring service responsibility to newly formed municipalities. However, due to limited technical and financial capacity at the municipal level, the government re-centralized the sector in 2000, placing ownership and oversight under the State Committee for Water Economy. This shift was later followed by the country's engagement with public-private partnerships (PPPs) in the water sector, beginning with a management contract in Yerevan in 2000 and subsequently expanding to similar arrangements in other regions, eventually culminating in a national lease contract. By 2016, Armenia adopted a single national lease contract with Veolia Water CJSC, consolidating service delivery under one private operator for a 15-year period. The reform aimed to standardize tariffs across all "served" areas, improve service quality, and enhance efficiency through economies of scale. However, nearly 579 smaller settlements, now part of consolidated municipalities, remained outside the scope of this PPP framework. These municipalities continue to face significant challenges, including the absence of adequate water and wastewater infrastructure, unclear methodologies for setting service fees, and insufficient financial and technical capacity to maintain or upgrade systems.

In these areas, water supply services are either managed directly by local self-governments (LSGs) or outsourced to organizations contracted by the LSGs. The Government and local authorities have not paid due attention to a nature-based solution approach, and only one municipality has such an approach for municipal wastewater treatment in situ. The NbS is just beginning to gain momentum thanks in large part to the EU4Sevan Project actions, in the frames of which, the public awareness raising campaigns have been organised and implemented on the topic.

This has created a two-tiered system, where some settlements within a municipality fall under the national lease operator's service area, while others remain under local management. The situation is particularly complex in consolidated municipalities, where the coexistence of private and public service provision highlights disparities in access and quality. Although the lease contract mandates the gradual integration of unserved settlements into the national system, actual progress has been limited. Moreover, public resistance to adopting national tariffs is common in areas where infrastructure remains outdated or unreliable, further complicating efforts to expand equitable service coverage.

The contractor is responsible for providing the following services:

### **Task 1: Review of Existing Practices and International Approaches**

- Conduct a review of the legal framework, as well as the municipal service costing practices in Armenia, if any, including budget planning, expenditure tracking, and fee and or duty setting mechanisms used by local self-governments.
- Examine relevant international experiences, methodologies and tools related to municipal service costing, preferably by Hybrid Model.
- Based on the findings, draft and present approaches to developing water supply and wastewater treatment costing framework and the general municipal service costing methodology to GIZ, MTAI and other stakeholders drawing on European and international best practices. Provide options and recommendations tailored to the Armenian context.

### **Task 2: Design of Preliminary Costing Framework for Water Supply and Wastewater Treatment Service Pilot**

The contractor shall develop a preliminary version of a structured, modular, and user-oriented municipal service costing methodology, tailored specifically to water supply and wastewater treatment service (including sludge management). The methodology shall encompass both services, while maintaining sufficient flexibility to enable disaggregated costing and analysis where appropriate, depending on the availability and structure of water supply and wastewater services in the pilot municipalities. This preliminary framework will be applied and validated during the pilot phase (Task 3) and subsequently refined into a general methodology (Task 4).

The preliminary framework must be structured in a way that facilitates adaptation and scalability across other municipal services beyond the pilot sector.

At a minimum, the framework shall incorporate the following key components, aligned with principles of Activity-Based Costing (ABC) and Full Cost Accounting (FCA):

#### **1. Cost Classification System**

Establish a standardized structure for classifying costs:

By Traceability:

- Direct Costs: Clearly attributable to a specific service (e.g., pump operator wages).
- Indirect Costs: Shared across multiple services (e.g., shared administration staff).

By Cost Variability:

- Fixed Costs: Unaffected by service volume (e.g., office rent).
- Variable Costs: Vary with service output (e.g., fuel for trucks).

By Nature:

- Operating Costs: Recurring (e.g., chemicals, fuel).
- Capital Costs: Long-term investments (e.g., treatment infrastructure), with depreciation methods.

## 2. Cost Elements

The methodology shall define core cost elements and provide guidance on their inclusion and valuation, including (but not limited to):

- Personnel: Salaries, benefits, and proportional time allocation.
- Utilities: Electricity, water, fuel, heating, etc.
- Supplies and Consumables: Items consumed during service delivery (e.g., cleaning agents, uniforms, etc.).
- Maintenance and Repairs: Routine and non-routine servicing of vehicles, infrastructure, equipment.
- Depreciation
- Administrative and Institutional Overheads: Indirect support functions (e.g., management, legal, etc.).

## 3. Allocation Guidelines

The methodology must outline practical rules and formulas for allocating shared costs and resources across services, covering:

- Shared staff and services (e.g., IT, legal, etc.)
- Cross-functional assets (e.g., vehicles)
- Allocation bases such as: time-use estimates, space usage (square meters), number of transactions or service users, volume or frequency of service delivery.

- These bases must correspond with the data collection tools presented in Section 4 to ensure consistent and evidence-based allocation.

#### 4. Data Collection Tools

The methodology shall include editable, user-oriented tools for gathering and organizing cost data. These shall include:

- Service Input/Output Logs: Documenting resources used, and service units delivered.
- Budget vs. Actual Cost Tracking: Templates comparing planned and real expenditures.
- Asset Inventory and Depreciation Sheets
- Time-Use Surveys (if needed): Capturing staff allocation across multiple services.
- Service Volume Tracking Tools: E.g., km of roads cleaned, tons of waste collected, number of events held.

These tools are designed to generate reliable data for cost analysis and to support the application of allocation bases described in Section 3.

#### 5. Performance and Efficiency Metrics

The methodology must enable calculation of key cost and efficiency indicators to support internal management and inter-municipal benchmarking, including (but not limited to):

- Wastewater collected and treated and treated wastewater compliance
- Cost per service unit (e.g., per ton, per km, per user)
- Cost-recovery ratio (revenue generated vs. total cost), where data availability allows.
- Trend analysis of unit costs over time.
- Operational efficiency ratios (e.g., cost per labour hour, cost per fuel unit).
- Overhead ratios (administrative cost as a percentage of total service cost).

#### 6. Templates Design and Usability Requirements

To ensure effective and sustainable implementation, all templates and tools developed must include the following features:

- Pre-filled examples and instructions
- Editable fields with colour coding: Distinguish between user input and auto-calculated fields.
- Built-in error checks and validations: Highlight missing entries or inconsistent data.
- Drop-down menus for allocation base selection: Automatically adjust distribution formulas.

- Integrated dashboards and graphs: Visualize unit cost trends, overhead ratios, and recovery levels.
- Version control and update log.
- Governance and accountability section: To define roles for data entry, review, and approval.

Templates must prioritize a user-friendly interface, ensuring accessibility and ease of use for municipal staff and must be fully customizable to accommodate the unique needs of different municipalities and service types.

#### 7. Alignment with Municipal Budgeting and Accounting Systems

The methodology shall include a mapping of how its cost elements, classification system, and templates align with existing municipal budgeting and accounting frameworks.

This alignment ensures that the methodology is practically implementable within local self-government system and supports its institutional sustainability.

#### **Task 3: Pilot Application in Water Supply and Wastewater Treatment Sector**

- Apply the developed costing methodology to water supply and wastewater treatment services in 2 municipalities of Armenia, morphologically not similar to each other.
- Collect relevant data through review of financial and administrative records, site visits, structured staff interviews.
- Use the methodology to derive the full cost of delivering the selected service.
- Identify key cost components and cost drivers, calculate costs in line with the templates' structure.
- Validate the cost findings through structured consultations and working sessions with relevant municipal staff to ensure understanding, accuracy, and ownership of the results.
- Refine the methodology based on the lessons learned from the pilot.

#### **Task 4: Finalization of Municipal Service Costing Methodology**

- Use feedback and evidence from the water sector pilot to generalize and finalize the Municipal Service Costing Methodology.
- Convert the pilot framework into a sector-agnostic core methodology that can be applied across municipal services, with service adapters for sector specifics.
- Refine all core components for broader use across services.
- Ensure that refinements to the methodology incorporate lessons learned from the pilot.
- Ensure that the finalized methodology is explicitly generalized to apply across various municipal service types. This includes:



- Reviewing which components of the pilot framework (e.g., allocation bases, performance indicators, data templates) are sector-specific and adapting them to be sector-neutral.
  - Developing supplementary guidance or alternative examples/templates where pilot-specific tools are not directly transferable.
  - Including instructions or criteria for customizing the methodology to other services (e.g., waste management, pre-school and extracurricular education, etc.), to ensure its practical adaptability by municipal staff.
- Develop Sector-Agnostic Core and Service Adapters
    - Freeze a single set of core rules for classifications (e.g. direct/indirect, fixed/variable, operating/capital), depreciation policy, applicable to all services.
    - Approve a common allocation-bases library (e.g., time-use %, square meters, users/transactions, equipment hours, route-km, volume/flow share) and calculation rules as the shared allocation engine.
    - Define “service adapters”.
    - Provide a short “Adapter Usage Guide” (2–4 pages) enabling municipalities to configure new services without modifying core templates.
  - Prepare the complete methodology package, including:
    - The finalized framework, including sector-agnostic core standard, all calculation and data templates, adapter library.
    - Full pilot report
  - Present the results to stakeholders (GIZ, MTAI, municipalities), collect feedback, and finalize deliverables.

## **==Task 5: Training of Municipal Staff**

- Organize and facilitate an interactive training session in Armenian for relevant municipal staff, focusing on practical application of the methodology, use of templates/tools, and interpretation of cost analysis results.
- Use real examples from the water sector pilot to demonstrate data entry, cost analysis, and interpretation.
- Incorporate relevant feedback into the final version of the methodology package (see Task 4).

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

| Task  | Deadline        | Deliverable  |
|---|-----------------|--------------|
| Task 1: Review of Existing Practices and International Approaches | August 30, 2026 | Presentation |

|   |                    |   |
|---|--------------------|---|
| Task 2: Design of Preliminary Costing Framework for Water Supply and Wastewater Treatment Service Pilot | September 30, 2026 | Preliminary Methodology   |
| Task 3: Pilot Application in Water Supply and Wastewater Treatment Sector                               | November 30, 2026  | Draft Pilot Report, Costing of the Service  |
| Task 4: Finalization of Municipal Service Costing Methodology   | January 31, 2027   | Municipal Service Costing Methodology<br>All calculation and data templates<br>Final pilot report |
| Task 5: Training of Municipal Staff   | March 20, 2027     | Training Report   |

**Period of assignment: from 15.07.2026 till 31.03.2027.**

## 2. Concept

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

### Technical-methodological concept

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided.

### Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project.

## 3. Personnel concept

### Team Leader

#### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Planning and steering assignments.

- Regular reporting in accordance with deadlines.
- Design of Preliminary Costing Framework for Water Supply and Wastewater Treatment Service Pilot (Task 2)
- Finalization of Municipal Service Costing Methodology (Task 4) based on feedback on the preliminary costing framework collected by key expert 3.

#### Qualifications of the team lead

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Public Finance, Economics, Public Administration, or a related field.
- General professional experience (2.1.3): 10 years of professional experience in advising state and/or donor agencies on public finance management, service delivery reforms with a focus on the water and wastewater sector.
- Specific professional experience (2.1.4): 5 years in development of service costing methodologies for the public sector. At least one successfully completed project involving both the development and application of a costing methodology for a public service.
- Regional experience (2.1.6): 5 years of professional experience in Europe, Eastern Europe.

### **Key expert 1**

#### Tasks of the key expert 1

- Review of Existing Practices and International Approaches (Task 1) and provide this for task 2.
- Cooperation and work with municipalities and other relevant stakeholders.
- Regular reporting in accordance with deadlines

#### Qualifications of the key expert 1

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in Public Finance, Economics, Public Administration, or a related field.
- General professional experience (2.2.3): 7 years of professional experience in advising state and/or donor agencies on public finance management, service delivery reforms with a focus on the water and wastewater sector.
- Specific professional experience (2.2.4): 3 years in development of service costing methodologies for the public sector. At least substantially contributed to one successfully completed project involving both the development and application of a costing methodology for a public service.
- Regional experience (2.2.6): 2 years of professional experience in Europe, Eastern Europe.

### **Key expert 2 (National)**

#### Tasks of the key expert 2

- Pilot Application in Water Supply and Wastewater Treatment Sector (task 3)
- Conduct an assessment of the water supply and/or wastewater infrastructure in the pilot municipalities, with a focus on identifying technical and operational conditions relevant to service costing.

- Develop practical proposals for the maintenance and proper operation of infrastructure to ensure reliable service delivery to enable accurate and comprehensive cost calculation.
- Revision of the legal acts on LSG, service provisions, and provision their strengths, drawbacks and weaknesses of the acting legislation on the relevant service provision and tariffs appointment.
- Cooperation and work with municipalities and other relevant stakeholders.
- Regular reporting in accordance with deadlines

#### Qualifications of the key expert 2

- Education/training (2.3.1): university degree (German 'Diplom'/Master) in Law, Public Administration, or a related field.
- Language (2.3.2): B1-level language proficiency in English, C1-level language proficiency in Armenian.
- General professional experience (2.3.3): 7 years of professional experience in the public justice and/or public service regulatory sector and/or the local self-governance sector in Armenia - mandatory for the assignment implementation.
- Specific professional experience (2.3.4): 2 years of professional experience in developing or conducting service costing in the public sector. Previous experience in water sector is an asset.
- Regional experience (2.3.6): 5 years of experience in Armenia - mandatory for the assignment implementation.

#### **Key expert 3 (National)**

##### Tasks of the key expert 3

- Training of Municipal Staff (task 5)
- Collect feedback from the water sector pilot as basis for further works under task 4

##### Qualifications of key expert 3

- Education/training (2.4.1): University qualification (Diploma/Master) civil engineering, particularly in water systems, water supply and sanitation, water supply/wastewater.
- Language (2.4.2): B1-level language proficiency in English, C1-level language proficiency in Armenian.
- Specific professional experience (2.4.4): 7 years of relevant experience in the sphere of the water supply and sewerage system, wastewater treatment plants. Knowledge of CAD software
- Regional experience (2.4.6): 5 years of experience in Armenia - mandatory for the assignment implementation.

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

#### 4. Costing requirements

##### Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2024/2025 \(GERMAN ONLY\)](#)).

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

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

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

##### Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO<sub>2</sub> emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO<sub>2</sub> efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO<sub>2</sub> emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

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

Specification of inputs

| Fee days        | Number of experts | Number of days per expert | Total | Comments |
|-----------------|-------------------|---------------------------|-------|----------|
| Team Leader     | 1                 | 35                        | 35    |          |
| Key expert 1    | 1                 | 20                        | 20    |          |
| Key expert 2    | 1                 | 30                        | 30    |          |
| Key expert 3    | 1                 | 20                        | 20    |          |
| Travel expenses | Quantity          | Number per expert         | Total | Comments |

|  |    |      |      |  |
|--|----|------|------|--|
| <b>International flights</b>   | 4  | 2    | 3000 | against evidence for two experts travel to Armenia.  |
| <b>Transportation</b>  | 8  | 125  | 1000 | You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted. |
| <b>Per diem allowance</b>  | 20 | 10   | 580  |  |
| <b>Overnight accommodation allowance</b>   | 18 | 9    | 1926 |  |
| <b>CO<sub>2</sub> compensation for air travel</b><br><a href="#">Link to <u>working aid and table for determining the budget</u> and <u>Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</u></a> | 4  | 2    | 200  | A fixed budget of EUR <b>200,00</b> is earmarked for settling carbon offsets against evidence.   |
| <b>Flexible remuneration</b>   | 1  | 2000 | 2000 | A budget of EUR 2000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.<br><br>Use of the flexible remuneration item requires prior written approval from GIZ.   |

## 5. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Information on assignments and project context
- Task delivery takes place within the framework of trainings, events or workshops organized by GIZ and/or partners

## 6. Requirements on the format of the tender

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

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

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs

shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.