

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

[CONFIDENTIALITY]

Project title:

Economic Empowerment of Women (EEofW)

Processing

number/cost centre:

Country:

Kosovo

G-018104-001

Internal Order

10021030000

Subject of the tender procedure:

Awareness Raising Campaign – (Implementation of an Output)

Transaction number:

10010807

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0. List of abbreviations

GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KOMP	Cost per output monitoring and forecast
LoI	Letter of intent
MoU	Memorandum of Understanding
PD	Positive Deviance
RMO	Risk Management Office
SBC	Social and Behaviour Change
ToRs	Terms of reference

1. Context

Women in Kosovo have less education and training opportunities than men and are therefore limited in their professional development. They are underrepresented in basic and general education, vocational training and labour market-oriented training, on the labour market and as start-up entrepreneurs. Around 20 per cent of women only have an income. This exacerbates economic inequality in rural areas, above all. Women from minority backgrounds, such as the Serbian minority in northern Kosovo, are particularly affected.

The project aims to expand economic opportunities for disadvantaged women in rural Kosovo. This particularly affects the 35 to 55 age group and women who have dropped out of education or have completed it and are unable to find initial or continuing training.

The project supports women in improving their employability and setting up and expanding small businesses in rural areas. Among other things, it provides training, advisory services and assistance with the regulation of unregulated work. It also develops gender-just financial support programmes. The project works with representatives of government and civil society. At the same time, the project is promoting a (nationwide) communication campaign with the aim of changing the views of Kosovan society and making it more open to women's participation in vocational training and work. The overall module objective is that the

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employment prospects for disadvantaged women in rural areas in Kosovo have improved. The term “communication campaign” shall be used in a broadest sense of all measures that can enable a change of societal values, social norms, perceptions, attitudes and behaviour, i.e. social and behavior change (SBC).

Output 1 strengthens the capacities and competences of selected public labour market service providers to pilot new labour market initiatives for disadvantaged women.

Output 2 cooperates with civil society organisations to ensure that disadvantaged women in rural rooms benefit from gender-responsive labour market services to improve their employability.

Output 3 initiates gender-transformative changes in the perception of women's participation in vocational training and employment in parts of Kosovan society.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the service agreement is expected to begin in the /summer/autumn of 2026 and continue until the end of 2027. During this period, all contracted services shall be performed and completed in accordance with the terms and conditions set forth in this contract.

2.2 Objectives, indicators, work packages, milestones

Tendering procedure for one output (**output 3**)

Output 3 aims at changing social norms and practices. Gender stereotypes and role models, especially in the world of work, are to be reflected upon and gender-transformative attitudes shall be supported. The whole iterative and adaptive process shall adhere to SBC quality standards, including thorough formative analyses of social change impact definitions, the context and audiences as well as identifying suitable SBC approaches on this base. All of this shall be implemented in close cooperation with relevant local technical staff from public service, NGOs, communication agencies (tbd.). This shall create a maximum possible capacity development impact with the aim of ensuring that local partners can prepare and facilitate SBC impact in future.

A number of SBC intervention fields and target groups can be anticipated at a generic level: By carrying out gender-transformative campaigns and establishing dialogue formats, the aim is to contribute to improved gender equality in education, training and the income generating work. Campaigns are also intended to show how much - currently untapped - human potential can be realised for social and economic development in Kosovo. The factfinding for the campaigns can also provide political decision-makers with evidence-based information (e.g. labour market studies) on the macroeconomically positive effects of increased female employment, with the objective of suggesting political changes in labour market policy. Key

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audiences within the broader society shall be reached with gender-transformative measures, using suitable SBC-approaches, like positive deviance, campaigns, entertainment education, nudging and targeted formats possibly ranging from direct interaction, to traditional and social media. Non-governmental organisations can address target groups directly, facilitating female role models and shall hence be part of the cooperation system. Dialogue formats between political actors and (constituted) business as well as between companies shall be considered to mediate rethinking among decision-makers for increasing the employment of women.

The contractor is responsible for achieving the objectives and indicators described in this document.

Module objective (for the overall project): **The structural, individual and social conditions for disadvantaged women in rural areas of Kosovo to pursue employment have improved.**

Module objective indicator 3 (focus for this assignment):

Number of women who confirm that they received active support from their family when participating in a qualification programme or taking up employment.

Baseline value: 0 women (new target group) (05/2025)

Target value: 250 women (06/2027)

Output 3: Social acceptance of vocational training and employment for women has increased in rural areas of Kosovo.

Output indicators:

3.1 Number of information and awareness-raising campaigns conducted on the potential for women's participation in vocational training and employment.

Baseline value: 0 campaigns (no campaigns have been carried out to date) (05/2025)

Target value: 4 campaigns (12/2026)

3.2 Number of target groups reached by information and awareness-raising campaigns on the potential of women's participation in vocational training and employment.

Baseline value: 0 addressees (05/2025)

Target value: 5,000 addressees, including 2,500 women (03/2027)

During the iterative and adaptive SBC process it is likely to occur that these anticipated quantities vary for the sake of relevance and effectiveness. Respective changes shall be anticipated and managed between contractor, the broader local team (as far as relevant) and the commissioning project.

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The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1: Context analysis of barriers and enablers for employment of women in Kosovo

Milestones for work package 1	Delivery period
1. Verification and detailing of the problem and desired SBC impact with relevant stakeholders from government, educational institutes, private sectors and civil society.	1 month after the contract initiation
2. Context analysis of barriers and enablers for the anticipated change with clear findings, including the identification of key audiences, possible changes in social norms and practices per audience and the further strategy. The latter shall include suggestions on where to possibly continue with the positive deviance approach (see positivedeviance.org) and where with the classical way of analysing audiences and designing SBC formats by experts (compare GIZ 2025).	4 months after the contract initiation
3. Workshop presenting the findings from the context analysis of barriers and enablers.	5 months after the contract initiation

Description:

This work package contributes to achieving **Output 3**, specifically **Indicator 3.1**, which measures the extent of SBC activities regarding women's participation in vocational training and employment. It will build a comprehensive evidence base on barriers and enablers of economic empowerment and integration of women aged between 35–55 in Kosovo, especially from ethnic minorities in Kosovo

1. The assessment will use both secondary and primary data generating research methods. Secondary research will review existing data, national statistics, NGO and government reports, and relevant literature to describe the current situation clearly and objectively but not limited to. It will look into the legal framework and identify potential legal barriers. Primary research will include focus groups and in-depth interviews (and optionally a brief survey) but not limited to. The methodology design ensures rigor and stakeholder input, following recognized proposal-writing guidelines that emphasize evidence-based problem justification and community involvement. The context analysis will evaluate current levels of awareness, perceptions, attitudes, as well as barriers and enablers related to economic empowerment and integration. It will provide a situational analysis of the landscape in Kosovo, identify barriers and enablers in policy and regulation, access to resources, knowledge, training and employment, social protection as well as societal values, perceptions, attitudes, social norms and practices. The analysis will identify relevant audiences, possible changes in social norms and practices per audience as well as recommendations for key audiences that can make the biggest difference and are realistic for the intervention to be reached. It will also include a stakeholder mapping of relevant actors from women's groups, civil society,

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government bodies, donors, private sector and community influencers, outlining their roles, interests, and engagement levels.

By producing a comprehensive situational analysis of the awareness landscape, identifying where knowledge and motivation are lacking (e.g. about legal rights, training programs, financial resources), and pinpointing institutional or social norms that exclude women, the assessment establishes a foundation for informed further planning and targeted interventions.

2. The workshop will provide a structured and participatory forum to share the key findings from the needs assessment, validate conclusions with stakeholders, and generate feedback that shapes the subsequent strategy and planning. It is essential for aligning the project team, partners, and target communities around shared priorities and next steps.

Work package 2a ('Classical' SBC process): In-depth audience analysis and design of SBC campaigns

Milestones for work package 2a	Delivery period
1. In-depth analysis of identified key audiences	7 months after the contract initiation
2. Deducted first draft of SBC measures	8 months after the contract initiation
3. Final document of SBC measures	9 months after the contract initiation
4. Recommendations for other project components based on insights about audiences and context	9 months after the contract initiation

Work package 2b (Positive Deviance process): Identification of positive deviants and discovery of uncommon successful behaviors

Milestones for work package 2b	Delivery period
1. Operationalised positive deviance process with clear problem and outcome description and adapted methodology	6 months after the contract initiation
2. Identified positive deviants, i.e. unemployed women between 35 and 55 and / or other groups with an influence on the anticipated SBC impact who, despite facing the same challenges, achieve better results	8 months after the contract initiation
3. Discovered uncommon successful behaviours amongst targeted group of women and / or people in their social and professional environment	9 months after the contract initiation
4. Recommendations for other project components based on insights about audiences and context	9 months after the contract initiation

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This work package contributes to achieving Output 3, specifically indicator 3.1 and paves the way for achieving indicator 3.2 and, more importantly, the desired SBC impact that shall go along with it. The analysis of audiences and the development of the campaign strategy shall be based on the findings of Work package 1. The SBC campaign should be tailored in accordance and aligned with the GIZ Kosovo communication strategy in place, ensuring that the campaign's messages, tone, and style are consistent with overall organizational communications.

As described above, the campaign shall split into a 'Classical' SBC process and a Positive Deviance process as far as earlier findings suggest. At the end, both may converge again.

'Classical' SBC process:

1. To build a strong, evidence-based SBC strategy, in-depth analyses of identified key audiences should be conducted regarding the kosovar context. This shall involve segmenting the target groups in detail such as demographics, interests, and key characteristics and analyzing how they currently think about the campaign topic. This could include surveys, interviews, focus groups, or other tools to understand audience attitudes, behaviours, and information channels they prefer.
3. The deducted SBC strategy should start with a clear, well-defined objective. That objective should be followed by specific goals that align with it, each of which will be realistic and measurable. This approach makes the campaign focused, allows everyone to understand what success looks like, and sets clear criteria for evaluating whether the campaign is working as intended. Different realistic SBC measures can be part of the strategy.
4. The strategy shall also specify which interaction and communication channels to use. For example, it might include the development of a dedicated online platform tailored to how the target groups consume information. It shall also recommend which social media channels, websites, newsletters, events, or traditional media are best suited based on what the target group uses most as far as appropriate. A transmedia approach should be created that looks at reach, frequency, engagement, and the cost-effectiveness of each channel and combination of channels.
To ensure smooth execution, the strategy will include a detailed timeline. This will break the campaign into phases, such as planning and research, creative development, rollout, and evaluation. Each phase will have a clear schedule, milestones, and checkpoints. This structure helps coordinate between GIZ staff and any contractors, ensures deadlines are met, and allows for adjustments along the way.
5. Based on findings of the context and audience analyses, recommendations shall be provided for informing the other project components under outputs 1 and 2 about possible implications for adapting actions there. Other way round, activities and insights under outputs 1 and 2 may also inform the design of the campaign. As far as relevant, this linkage shall be made at any other time before or after this step and for the positive deviance process as well.

The Positive Deviance process until here includes the following steps:

1. Define the Problem and Desired Outcome:
 - a. Clearly articulate the specific problem the community is facing and the desired outcome.

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- b. This involves engaging with the community to understand the problem's scope, its causes, and the current practices.
 - c. Establish a clear vision of what success looks like.
- 2. Identify Positive Deviants:
 - a. Determine if there are individuals or groups within the community who, despite facing the same challenges, achieve better results.
 - b. These individuals are the "positive deviants".
 - c. Qualitative methods like interviews and case studies can be used to understand their strategies.
- 3. Discover Uncommon, Successful Behaviors:
 - a. Conduct in-depth interviews with the identified positive deviants to understand their unique approaches.
 - b. Focus on identifying the specific behaviors, practices, and strategies that contribute to their success.
 - c. Analyze the context and environment in which these behaviors occur.

Work package 3a ('Classical' SBC process): Design and implementation of SBC campaign

Milestones for work package 3a	Delivery period
1. Designed SBC measures, including the interaction and communication / media formats themselves	11 months after the contract initiation (may vary for different measures)
2. Pre-tested SBC formats, exposed to audiences	12 months after the contract initiation
3. Implemented SBC formats	13 months after the contract initiation
4. Monitored SBC format	13 months after the contract initiation
5. Adapted SBC formats and implementation based on monitoring results	15 months after the contract initiation (could continue until end of project if necessary and possible)
6. Final recommendations for maintaining, further increasing and sustaining the social change by further SBC interventions and / or other systemic changes in policy, education, markets etc.	16 months after the contract initiation

Work package 3b (Positive Deviance process): Design and implementation of promoting successful behaviours

Milestones for work package 3b	Delivery period
1. Designed interventions for promoting successful behaviours together with	11 months after the contract initiation

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target groups. This could include formats and communication channels from 3a, the classical SBC way, as long as target group representatives agree to the relevance.	
2. Broader exposure of people from same target groups with promotion formats	13 months after the contract initiation
3. Monitoring of the results	13 months after the contract initiation
4. Adapted promotion formats and implementation based on monitoring results	15 months after the contract initiation (could continues until end of project if necessary and possible)
5. Final recommendations for maintaining, further increasing and sustaining the social change by further SBC interventions and / or other systemic changes in policy, education, markets etc.	16 months after the contract initiation

This work package is of outmost important to achieve the Output Indicator 3.2, the number of the people reached, and, more importantly, the desired SBC impact that shall go along with it. This work package should be tightly linked to the work package 2 and adaptively follow the finalized campaign strategy.

'Classical' SBC process:

1. It is crucial that the campaign is implemented in an iterative and adaptive approach based on the phases developed in the campaign strategy. The service provider is expected to begin finalizing SBC approaches and formats and pre-testing, using the audience insights from work package 1 and 2.
2. Media makers shall be subcontracted as appropriate and produce required SBC formats. This can include social media content, chatbots, a website, print media, phone messages and services, radio and TV broadcasting, streaming media, nudges and in-person events, amongst others. All of these shall reflect pre-test feedback and receive final approval by GIZ. We expect an operationalization of a media mix based on the audience's channel preferences to optimize reach, frequency, and engagement (based on the audience analysis).
3. All media shall be designed in a way that provides a maximum but viable possibility of monitoring the SBC effects on respective audiences.
4. Pre-testing with a small but representative sample of the intended target groups must be conducted as much as adequate for different ways of communication to ensure that the formats have the intended impact. This should happen in close accordance and communication with GIZ appointed staff.
5. Next, the service provider together with media makers or other implementers should plan exposure of audiences to the different SBC formats and implements it.
6. During and/or after exposure of audiences to the SBC formats, their impact shall be monitored quantitatively and qualitatively as appropriate. This shall include the number of individuals reached, platform traffic, likes, content shares, bounce rates, attendance rates to events, online content analyses, target group interviews and similar. The service provider shall use these data to refine the strategy if necessary, to ensure on-going campaign responsiveness and relevance. Major processes,

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decisions and changes of strategy shall be discussed with and approved by the GIZ appointed staff.

7. Available resources and time should allow adapted follow-up SBC interventions to increase impact and chances for sustained social change.
8. Final recommendations shall be provided for maintaining, further increasing and sustaining the social change by further SBC interventions and/or other systemic changes in policy, education, markets etc. This applies for the positive deviance process and its insights as well.

The Positive Deviance process:

1. Develop and Implement Interventions:
 - a. Based on the findings from the positive deviance inquiry, design interventions that promote the identified successful behaviors.
 - b. Ensure the interventions are practical, actionable, and relevant to the community.
 - c. Involve the community in the design and implementation process.
2. Monitor, Evaluate, and Scale:
 - a. Regularly monitor the progress of the implemented interventions.
 - b. Evaluate the impact of the interventions on the problem.
 - c. Identify successful practices that can be scaled to other areas or communities.
 - d. Share the results and lessons learned with the wider community.

Work package 4: Post-campaign assessment of the effects of the awareness raising campaigns

Milestones for work package 4	Delivery period
1. Assembled quantitative and qualitative methods for the post-campaign assessment.	17 months after the contract initiation
2. Delivering the final impact report of the post-campaign assessment	18 months after the contract initiation
3. Final report of the whole process, from pre-assessment to post-assessment	19 months after the contract initiation

Once the awareness campaign concludes or, if parts of the campaign go on, towards the end of the project, a post-campaign assessment that systematically evaluates performance, impact and lessons learned is expected to be delivered.

1. This assessment should summarize all monitored results so far. For prevailing data gaps it shall proceed in several integrated stages, using both quantitative and qualitative methods and aligning closely with the objectives established in the awareness raising campaign strategy. A survey-based evaluation to measure the changes in knowledge, attitudes, and self-reported behavior among the target audience should be conducted. Ideally, repeating the same survey instrument used at

baseline (pre-campaign) to quantify shifts attributable to the campaign, but not limited to such changes. The post-campaign assessment should also include the digital and media analytics such as track record of website traffic, campaign platform metrics, social media reach, engagement rates, hashtag use, etc.

2. After the findings and the results of the campaign have been finalized, a final assessment report should be developed. This report should only be reporting the assessment of the campaign, and the results derived from the qualitative and quantitative methods.
3. Additionally, another final report should be delivered, reflecting the process and limitations. This report should be a detailed report explaining the pre-assessment, the strategy development, the implementation of the strategy as well as the results of the awareness campaign. The report should also include the gaps found that the campaign could not reach (if any) and propose recommendations for future campaigns. This structured, mixed-method assessment will provide the necessary evidence on campaign effectiveness, demonstrate progress toward Output 3, more specifically both indicator 3.1 and 3.2, and equip project partners and GIZ with practical insights to guide future awareness efforts.

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 and covers their operating and administrative costs.

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:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas 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
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs shall change due to the uncertainties of the process
- Results that have occurred in the contractor's sphere of responsibility
- Results that have occurred outside the contractor's direct sphere of responsibility

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The contractor reports to GIZ as follows:

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

- Progress and decisions on this base shall be documented along the process on a permanent base in terms of meeting protocols or similar and major milestones as they are achieved.
- Final report

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences: If opportunities occur, methods and results shall be presented at events in the work fields of gender, employment, SBC and Positive Deviance.
- The contractor's experts are actively involved in GIZ's sector networks if needed. The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process if needed.

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:

- *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;*
- *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

In the course of data collection, the contractor guarantees that all data are collected and processed in an anonymous and aggregated manner. This means that any information relating to an identified or identifiable natural person ("data subject") must be excluded.

Regarding any other processing of personal data that may be associated with the performance of the contract, the contractor would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an

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independent data controller and must alone comply with all applicable data protection obligations, including regional and local laws. The contractor must 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.

Where the contractor is not subject to GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and the meanings provided by the GDPR (Regulation (EU) 2016/679) could be helpful. GIZ will be available to support the contractor whenever need arises.

Unless explicitly required by GIZ, assessments, reports, surveys, or any other data and information shared with GIZ must be provided strictly anonymously, meaning that any information relating to an identified or identifiable natural person (data subject) must be excluded. Specifically, data relating to e.g. gender, age, health, religion, or ethnicity must be provided in an aggregated manner.

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

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:

This is a core objective of this action.

- Environmental protection and climate action (climate change mitigation/adaptation):
Avoid promoting jobs with negative environmental impact while focussing on climate and environmentally positive ones

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

3. Technical-methodological concept

In this section, 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.

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.

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).

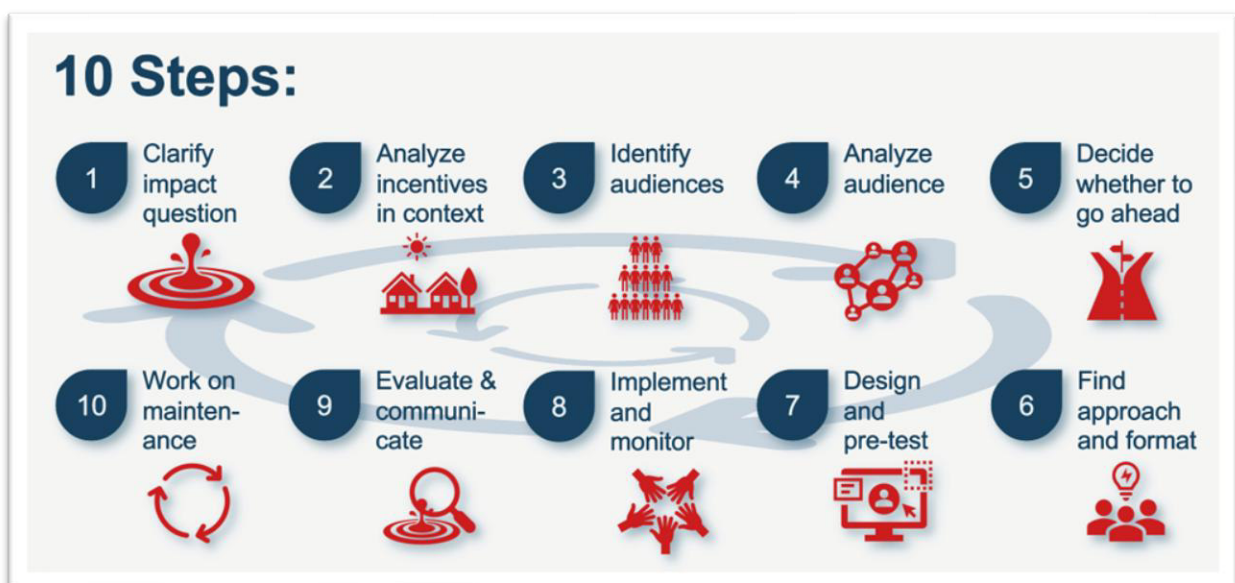


Figure 1: Generic GIZ process of the 'classical' SBC approach (GIZ). Please **be aware** that this differentiation is very generic and artificial. It enables us to establish a rough benchmark for social change action and to provide orientation in the process. However, real life social change action is likely to deviate from this idealized sequence, going back and forth and taking parallel steps.

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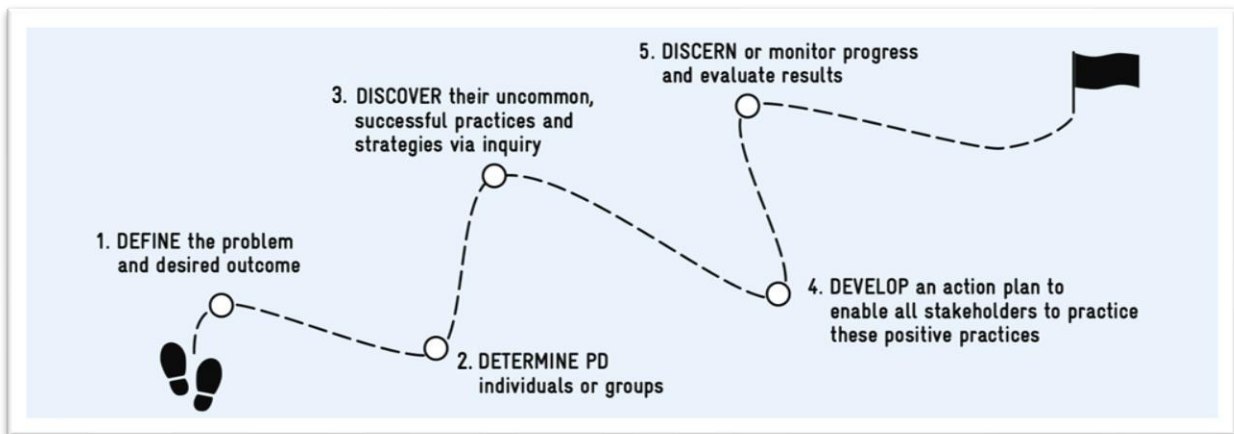


Figure 2: Generic Positive Deviance process (GIZ).

Steps	Guiding Questions
1. DEFINE	- What is the problem? (not exclusively technical but also relational and requires behavioral or/and social change) - Why does the problem exist (causes)? - Who is negatively impacted by the problem and where? - Which stakeholders do we need to involve? (from project staff to policy level to frontline workers and community)
2. DETERMINE	- What is the unit you are going to analyse? (individual, community, institution etc.) - How do you define a positive deviant? Examples: - Individual/group who adapt(s) training content well compared to others defined by XXX - Farmer/group/village which produces more fish than others - Individual/household/village who is better nourished than others as defined by nutrition and socio-economic indicators It is important to come up with a clear definition that also comprises inclusion and exclusion criteria developed with the community.
3. DISCOVER	- Clarify: What does a positive outcome look like? - What does farmer/group/village do different from the others without extra socio-economic resources? (Focus on observable practices) - How to validate the uncovered uncommon practices or strategies with the community?
4. DESIGN	- What would the concerned community do to promote the identified practices? - Are identified Positive Deviant groups or individuals willing to act as change agents to promote the identified practices? Who else could be a change agent? - What is the best medium or what are the best channels (e.g. formal or informal networks) to reach out to the target audience with the identified Positive Deviant practices? - How can the chosen approach be scaled? - How can local communities be empowered to identify uncommon practices by themselves? - How can you standardize a PD Inquiry in local structures?
5. DISCERN	- Develop indicators (jointly with concerned group/community/institution) to assess the behaviour change. - Make use of standardized, validated indicators as outcome indicators and monitor output closely during roll-out.

Figure 3: Detailed Positive Deviance process and guiding questions (GIZ).

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The following **actors** may be important to consult and / or involve in co-creation:

- Local **political** partners
- **Commissioning parties**
- **Development agencies**
- Local **NGOs / stakeholders / academic** experts (enhancing legitimacy and knowledge on development objectives of gender equality and employment)
- Local **communication / SBC focal points** (public, private, NGO..., who may co-manage the SBC action and benefit from capacity development)
- Local **SBC experts**
- Local **media makers**
- Potential **audiences** and intermediaries with direct day to day contact to audience

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 ToRs
- Development of partnerships with the relevant actors
- 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)

-Not applicable.

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

- Not applicable.

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3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The tenderer is required to implement the project in a manner that uplifts local knowledge, with a strong emphasis on coaching and ownership. The submission should include an implementation strategy designed to strengthen local capacities, enabling the successful execution of similar initiatives in the future. It shall go beyond 'classical' knowledge transfer and rather create the conditions for local actors to learn and act their own way into the solutions as well as facilitating such processes on their own. This shall be a key characteristic of this intervention and offers will be assessed accordingly.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

- Not applicable.

3.4 Project management

(section 1.4 of the assessment grid)

In this section, 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)

-Not applicable.

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.*

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

Subject of the tender procedure:

Transaction number:

The contractor shall monitor the achievements of the project's indicators (output indicators 3.1 and 3.2 and module indicator 3). The methodology of the monitoring regarding the projects indicators must make sure to assess the results of the intervention in an objective way.

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.**

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 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Team leader (section 2.1 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of expert 1: Team Leader

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Responsibility for taking cross-cutting themes into consideration (for example, social inclusion)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Lead implementation of all work packages, from context analysis through post-campaign assessment (WP1–WP4).
- Design, oversee, and adapt both the classical SBC process and the positive deviance approach throughout execution.
- Synthesize and operationalize inputs from the local Gender Studies Expert to tailor methods, messaging, channels, and materials.
- Facilitate participatory workshops to present findings and plan strategy (notably the WP1 validation workshop).
- Guide development of campaign assets—, messaging frameworks, media formats, and communication platforms—with cultural relevance.
- Oversee pre-testing, monitor rollout, and adapt formats in response to feedback and data insights.
- Ensure monitoring and learning systems are in place to track indicators (e.g. reach, engagement, behavior change) and inform iterative updates.
- Regular reporting in accordance with deadlines

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

- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Lead post-campaign evaluation, ensuring the final impact and process reports are evidence-based, actionable, and strategically useful.
- 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: Team Leader

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Psychology, Sociology, Project Cycle Management, Communication science or relevant field
Language (section 2.1.2 of the assessment grid):	Knowledge of C1-level English-level in the Common European Framework of Reference for Languages if the expert does not speak English on at least C1-level, the whole expert shall be assessed with 0 points.
General professional experience (section 2.1.3 of the assessment grid):	7 years of professional experience in work fields related to social sciences
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in social and behaviour change (SBC)
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	3 years of professional experience in <i>low to middle income countries</i> .
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	N/A
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	5 years of experience with development cooperation projects
Other (section 2.1.9 of the assessment grid):	N/A

Key expert 2 (section 2.2 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of expert 2

- Assist in data collection (surveys, interviews,) during baseline, midline, and post-campaign phases as part of SBC strategy delivery.

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

- Support tools preparation questionnaires, discussion guides, digital forms and logistics for primary data collection aligned with SBC.
- Assist in community feedback mechanisms and documentation, feeding insights into campaign responsiveness.
- Enter and clean collected monitoring data promptly ensuring timely, accurate capture of outputs and reach indicators.
- Facilitate monitoring activities: observe pre-test sessions, campaign roll-out events, online/offline interactions; note attendance, adherence to protocols, and immediate feedback.
- Prepare brief, regular monitoring updates e.g., weekly summaries of reach, engagement, emerging trends, and data gaps.
- Contribute to internal learning documentation recording issues encountered, successes, and suggestions for improvement.

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in communication science or similar
Language (section 2.2.2 of the assessment grid):	Knowledge of C1-level English-level in the Common European Framework of Reference for Languages if the expert does not speak English on at least C1-level, the whole expert shall be assessed with 0 points.
General professional experience (section 2.2.3 of the assessment grid):	1 year of professional or internship experience in project management
Specific professional experience (section 2.2.4 of the assessment grid):	1 year of professional or internship experience in social and behaviour change (SBC)
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):	1 year of professional or internship experience in a country context different from home country.
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	Not applicable
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	1 year of professional or internship experience in the field of development cooperation.
Other (section 2.2.9 of the assessment grid):	N/A

Subject of the tender procedure:

Transaction number:

Expert Pool 1 ‘local short term pool of expert’ with up to 3 experts (section 2.3 of the assessment grid)

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which 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 section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

Work package 1 (based on the work packages above)

- Advise on integrating gender considerations into the project's overall strategy, ensuring alignment with national gender equality frameworks.
- Review and provide feedback on project materials to ensure they are gender-responsive and provide recommendations for improvement.
- Offer insights into labour market trends and employment opportunities relevant to the project's objectives and the local situation of employment in Kosovo.
- Advise on integrating employment considerations into the project's overall strategy, ensuring alignment with national employment policies.
- Advise on effective communication strategies to engage stakeholders and promote the project's objectives.
- Support the development of communication materials that are clear, culturally appropriate, and impactful.
- Assist in data collection (surveys, interviews,) during baseline, midline, and post-campaign phases as part of SBC strategy delivery.
- Support tools preparation questionnaires, discussion guides, digital forms and logistics for primary data collection aligned with SBC.

Work package 2 (based on the work packages above)

- Support the development of partnerships with local women's organizations and stakeholders to facilitate gender-inclusive project activities.
- Support the development of partnerships with local employers and stakeholders to facilitate employment opportunities for target groups.
- Support the development of partnerships with local media and communication channels to facilitate the dissemination of project information

Work package 3 (based on the work packages above)

- Advise on the development of gender-sensitive indicators and tools for monitoring and evaluating project outcomes.

Subject of the tender procedure:

Transaction number:

- Review and provide feedback on monitoring and evaluation reports to ensure they accurately reflect gender considerations.
- Advise on the development of employment-related indicators and tools for monitoring and evaluating project outcomes.
- Review and provide feedback on monitoring and evaluation reports to ensure they accurately reflect employment considerations.
- Advise on the development of communication-related indicators and tools for monitoring and evaluating project outcomes.
- Review and provide feedback on communication materials and reports to ensure they accurately reflect communication objectives.

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Qualifications of the expert pool

Education/training (section 2.3.1 of the assessment grid):	3 of experts with a university degree (e.g. 'master's or German Diplom') in Gender Studies, Employment Studies and Corporate Communication and (social) Media
Language (section 2.3.2 of the assessment grid):	3 of experts with knowledge of English C1-level and any main local languages (Albanian or Serbian) C1-level in the Common European Framework of Reference for Languages if the expert does not speak on at least C1-level, the whole expert shall be assessed with 0 points.
General professional experience (section 2.3.3 of the assessment grid):	3 experts with 7 years of professional experience in the sector of gender, employment and communication
Specific professional experience (section 2.3.4 of the assessment grid):	3 experts with professional <i>experience in Social & Behavior Change and Gender Economic Integration</i> is preferred
Leadership/management experience (section 2.3.5 of the assessment grid):	N/A
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	N/A
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	3 experts with 7 years of professional experience in Kosovo
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	3 experts with 2 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	N/A

Subject of the tender procedure:

Transaction number:

Expert Pool 2 ‘international Positive Deviance (PD) experts’ with up to 2 experts
(section 2.4 of the assessment grid)

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which 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 section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

Work packages 1-4 (based on the work packages above)

- Guide the PD process as opportunities arise.
- Conceptualize the PD approach and specific methods that are adapted to the local situation and context.
- Together with local communities, operationalize all PD steps as outlined above.
- Together with local community members or frontline workers facilitate the PD steps.
- Ensure that the PD approach and methods can be taken over and further be practiced by community members, frontline workers or other suitable actors in Kosovo from public institutions, civil society organizations or private sectors.
- Coordinate with the entire SBC team on interplay between the classical SBC and the PD process, e.g. if communication formats shall be co-created with the PD communities that can serve scaling.
- Coordinate with entire project and beyond on findings of the PD process that are relevant for other intervention areas of gender empowerment and employment, e.g., regarding education and training approaches, regulative measures, employment sectors, job marketing measures by private sectors etc.

Qualifications of the expert pool

<i>Education/training (section 2.4.1 of the assessment grid):</i>	2 experts with a university degree (e.g. ‘master’s or German Diplom’) in Development Studies, communication studies or similar
Language (section 2.4.2 of the assessment grid):	2 of experts with knowledge of English <i>and Albanian</i> C1-level in the Common European Framework of Reference for Languages; speaking Serbian is an asset. if the expert does not speak on at least C1-level, the whole expert shall be assessed with 0 points.

Subject of the tender procedure:

Transaction number:

General professional experience (section 2.4.3 of the assessment grid):	1 expert with 5 years and 1 expert with 2 years of professional experience in PD.
Specific professional experience (section 2.4.4 of the assessment grid):	2 experts with professional <i>experience in</i> Social & Behavior Change and Gender Economic Integration is preferred
Leadership/management experience (section 2.4.5 of the assessment grid):	
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	1 expert with 5 years professional experience outside the country of assignment.
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	N/A
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	2 experts with 5 years of experience in development cooperation projects

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

Subject of the tender procedure:

Transaction number:

- Sociocultural and intercultural skills
- Listening
- Curiosity
- Ownership development
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

5.1 Assignment of experts

In your tender, please do not deviate from the specification of quantities 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.

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights	Number of national flights
Team Leader/ Expert 1	90	90	170	no	5	N/A
Expert 2:	180	90	200	no	5	N/A
Expert Pool 1	N/A	140	140	Yes – local staff	N/A	N/A
Expert Pool 2	30	70	100	no	10	N/A

Subject of the tender procedure:

Transaction number:

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights	Number of national flights
Backstopping	Not applicable	Not applicable	Not applicable			

5.2 National administrative staff

– Not applicable –

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.

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	<i>20 Flights</i>
Total number of regional/national flights	<i>N/A-</i>

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

CO ₂ offsets for flights	50 EUR proper flight against evidence An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Per-diem allowances	Max. 24 EUR per day
Accommodation allowances	Max. 71 EUR per day
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	N/A
Local transportation costs	50x 80 EUR = 4,000.00 EUR

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>).

Notes on the settlement of accommodation allowances outside Germany

5.4 Materials and equipment

Budget for materials and equipment: EUR 5.000 EUR

The project will make available free of charge furnished office spaces within the partner's premises.

In section 3.5, the contractor must describe the extent to which sustainability factors will be taken into consideration in the procurement of the materials and equipment.

5.5 Operating costs in the country of assignment

- not applicable -

5.6 Workshops, education and training

Workshop budget: EUR 50.000 EUR

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
- Technical systems

Subject of the tender procedure:

Transaction number:

- Moderation services
- Translation/interpreting services
- Catering
- Workshop materials
- 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).

5.8 Other costs

Budget for other costs: EUR 135.000

Other costs include costs for communication products for SBC and PD developed in the frame of work package 3a and 3b. This budget is intended to facilitate the production of materials (including for example TV spots, journalistic or fictional edutainment film series, social media and streaming formats etc.) for the campaigning and other SBC approaches. PR products shall be developed locally in Kosovo. All budget allocations under this budget line must be communicated to and approved by GIZ prior to the commissioning. A detailed plan must be developed within work package 2 and agreed upon with the commissioning manager.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 25.000

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 3.3.5.7 of the General Terms and Conditions.

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 English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 30 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.

Subject of the tender procedure:

Transaction number:

The CVs of the staff proposed in accordance with section of the ToRs must be not more than four pages in length. The CVs must also be submitted in English.

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) (if relevant)
- 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) (if relevant)

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 options if it wishes to expand the tendered services. This is described in detail below.

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 and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

Subject of the tender procedure:

Transaction number:

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

Nature and Scope:

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.

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 7.2 can be considered only as an alternative to the option in 7.1.

8. Annexes

- WiMa
- FactSheet