

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

Capacity Development Need Assessment (CDNA) in Central Sulawesi		Project number/ cost centre 21.9018.9-004.00
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0. List of abbreviations

ToRs	Terms of reference
BAPPENAS	Badan Perencanaan Pembangunan Nasional (National Planning Agency)
CBD	Convention on Biological Diversity
CDNA	Capacity Development Needs Assessment
FGD	Focus Group Discussion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
IBSAP	Indonesian Biodiversity Strategy and Action Plan
ICRAF	World Agroforestry
KEHATI	Keanekaragaman Hayati
LASSO	Land and Seascape Solutions for Indonesia or SOLUSI in Bahasa
LaS	Land and Seascape
MoEF	Ministry of Environment and Forestry
PPCP	Public-Private-Community Partnership
SNV	Stichting SNV Nederlandse Ontwikkelingsorganisatie

1. General Information

1.1. Brief information on the project

Indonesia is one of the world's 17 most biodiverse countries, with 2 of the world's 25 biodiversity hotspots, and ranks among the countries with the greatest diversity of flora and fauna in the world. Prior to the ratification of the Convention on Biological Diversity (CBD), in 1993, Bappenas and MoEF (Ministry of Environment and Forestry) introduced a Biodiversity Action Plan for Indonesia, which was followed by several revised documents known as the Indonesia Biodiversity Strategy and Action Plan (IBSAP) and is currently in the process of updating the IBSAP post 2020.

Increased development has resulted in a decline in environmental quality. Sectoral and silo approaches in accordance with their respective jurisdictions may no longer be applicable. Instead, collaborative, integrated and transformative approaches are key to achieving sustainable development at multiple scales. Over the past few decades, integrated management of land and coastal-sea areas has been the focus of the Government of Indonesia. The current national agenda, for example, highlights the transformation of green economy, blue economy and observes the linkages between climate, biodiversity, and development. Therefore, many parties recognise that integrated management of land and marine landscapes in Indonesia is one of the keys to supporting sustainable development.

The project "Solutions for Integrated Land and Seascape Management in Indonesia (SOLUSI)" aims to develop and implement an ecosystem approach for land and seascapes in three provinces in Indonesia: Central Sulawesi Province, Central Java Province, and Bangka Belitung Province. The focus of its activities lies on biodiversity conservation and ecological restoration, including efforts to strengthen the sustainable provision of environmental services, strengthen the blue economy and green economy as a pathway to sustainable development, including agroforestry, aquaculture, and promotion of ecotourism.

The SOLUSI Project also promotes climate-resilient livelihoods through public-private-people partnerships (PPPs), policies and investments, and facilitates learning among provinces using inter-provincial knowledge exchange platforms. The project is a partnership between the Government of Germany (BMUV) and the Government of Indonesia (BAPPENAS) implemented by a consortium consisting of GIZ, ICRAF, SNV, and Yayasan KEHATI Indonesia.

1.2. Context

The SOLUSI Project intervention areas in Central Sulawesi Province are in Sigi District, Donggala District, Parigi Moutong District and Palu City. The intervention areas in Central Java Province are in Banyumas Regency, Cilacap Regency and Kebumen Regency. While the intervention areas in Bangka Belitung Province are in East Belitung Regency and Belitung Regency. As a follow-up to the initial meetings that have been held in March and April 2024 in each of the intervention locations, the SOLUSI Project will carry out Capacity Development Needs Assessment (CDNA) activities.

Capacity Development Need Assessment (CDNA) activities will be implemented in the three provinces of the SOLUSI Project intervention. However, the pilot of this activity will begin in Central Sulawesi Province. CDNA is designed as an instrument to conduct capacity assessment as well as monitoring and evaluation of local capacity in implementing sustainable development approach through integrated land and seascape management. There are four main topics that have relevance to integrated land and seascape management, namely:

- a. Integrated LaS (Land and Seascapes) planning
- b. Innovative financing mechanism and investment strategy for LaS management
- c. implementation of biodiversity conservation initiatives, including bioprospecting
- d. integrated waste management

Gender components should be considered as cross-cutting in each of the above topics.

The implementation of CDNA activities has three focal capacities that will be assessed among stakeholders. The three capacities are interrelated and will influence one another. The three capacities are system capacity, organisational capacity, and individual capacity. A brief description of the three levels of capacity is provided below:

a. System Capacity

Capacity at the system level is the highest level of assessment. The assessment at the system level is intended to obtain an overview of the readiness of districts/cities in implementing integrated land and seascape management, while the aspects assessed include:

Regulations/Local Regulations; relating to regulations governing integrated land and seascape management and the level of operationalisation of these regulations.

Integration in Regional Development Planning; ensuring the implementation of integrated land and seascape management is in line with regional development and does not stand alone.

Data and Information; the availability of up-to-date data and information as a key component in regional development planning related to integrated land and seascape management.

Monitoring and Evaluation; relating to approaches to measure and evaluate the implementation, utilisation of integrated land and seascape management that will be or has been undertaken so far.

Process; expected to be inclusive, systematic, and integrated.

b. Organisational Capacity

Capacity at the organisational level is seen through the readiness of the formal organisation, in this case the readiness of the Regional Apparatus Organisation (OPD) and other stakeholders to carry out integrated land and seascape management, the aspects assessed include:

Implementation/Institutional; relates to an assessment of the functional capacity to accommodate integrated land and seascape management processes in each organisation's work programme.

Human Resources; assesses the technical capacity of organisations in mainstreaming integrated land and seascape management into regional planning documents.

Technology; measuring the mastery of software, hardware and network devices that support integrated land and seascape management processes.

c. Individual Capacity

Capacity at the individual level is considered as the capacity to assess the effectiveness and efficiency of individuals in the process of integrated land and seascape management, with aspects assessed including:

Role Fit: relates to the engagement and relevance between the duties and responsibilities of each individual within an institution and their role in the process of integrated land and seascape management.

Knowledge: assessed based on an individual's understanding of aspects related to integrated land and seascape management.

Skills: measures an individual's technical ability in the use of tools and data management to support integrated land and seascape management.

Development and Motivation: looks at the individual's desire for competency/capacity development.

The parties that will be targeted in the CDNA implementation come from:

- a. Government agencies at the district/city level will be represented by at least 12 institutions. Each agency will be represented by two sector heads and two section heads. The fields and sections of these agencies have been identified as having programmes related to integrated land and seascape management.
- b. Parties from the private sector at the district/city level will be represented by at least four sectors from financial-based institutions (banks, cooperatives, village-owned enterprises, or other institutions) and four institutions from the commodity-based sector, such as companies engaged as buyers of commodities at the district level. Each private sector is represented by at least one representative.
- c. Parties from non-governmental organisations or community groups were represented by at least eight community group representatives. Each representative from community groups and non-governmental organisations is represented by one representative from each organisation or group.

2. Tasks to be performed by the contractor

2.1. The objectives of this assignment are:

1. Develop a CDNA concept, Carry out CDNA activities and data collection through FGDs and questionnaire interviews with targeted stakeholders.
2. Develop a comprehensive report of the capacity need assessment, capacity building plan with clearly defined roles and indicators with considering the four key topics in integrated LaS management, develop recommendation for capacity development monitoring.

2.2. The contractor is responsible for providing the following services:

1. Develop CDNA concept, Carry out CDNA activities and data collection through FGDs and questionnaire interviews with targeted stakeholders. The series of activities include are:
 - a. Conduct an initial study for the implementation of CDNA activities using relevant and accurate methodologies/approaches (Conduct literature study, stakeholder mapping, develop CDNA concept, develop questionnaire considering four main topics related to land and seascape management, develop work plan, kick-off assignment with Project's consortium and other partners) and write a comprehensive CDNA Concept report.

- b. Carry out CDNA activities and data collection through FGDs and questionnaire interviews with targeted stakeholders using the agreed methodology and instrument.
 - c. Analyse data based on the results of the CDNA exercise in the four pilot districts.
 - d. Conduct bi-weekly progress update to consortium and develop also submit a comprehensive preliminary report.
2. Develop a comprehensive report of the capacity need assessment, capacity building plan with clearly defined roles and indicators with considering the four key topics in integrated LaS management, recommendation for capacity development monitoring. The series of activities include are:
 - a. Verify relevant findings from the CDNA implementation at the district level through FGD/Workshop with relevant stakeholders.
 - b. Develop capacity building plan, develop a recommendation of capacity development monitoring, conduct bi-weekly progress update to consortium, and develop also submit final report, including written documentation of activities, photographs of activities, and recordings of interviews/FGDs.
3. Coordination, Liaison, Reporting:
 - a. Attend all briefings and all other coordination meetings with LASSO/SOLUSI, stakeholders and consortium partners.
 - b. On behalf of the LASSO/SOLUSI consortium, manage coordination and communication with all stakeholders in the four district areas during the assignment
 - c. Present progress of activities every two weeks to GIZ & conduct monthly progress reporting meetings with the LASSO/SOLUSI consortium.
 - d. Coordination, liaison and submit all documentation and reports as outlined in these TOR to the LASSO/SOLUSI consortium in accordance with deadlines and instructions from the responsible advisor.
4. Knowledge Management:
 - a. Manage and retrieve documentation of meetings, stakeholder meetings, FGDs/interviews/questionnaires, as well as evidence of activities in the form of recordings and digital photos/images as instructed by the focal person.
 - b. The consultant team is responsible for building a structured repository of all documents and evidence of comprehensive activities that can be accessed by the LASSO/SOLUSI consortium on a regular basis.
 - c. The consulting team has the duty to provide reports and documentation as outlined in these Terms of Reference in a specific format and structure as instructed by the responsible advisor. Failure to fulfil the documentation and proof of activities will impact the consultant's interim & final payment.
 - d. The consultant team has the duty to provide specific reports & documentation as per the deadlines instructed by the responsible advisor. Failure to adhere to the deadlines and schedule of activities will impact the consultant's interim & final payment;
 - e. The Consultant's Interim Report and Final Report must be submitted and cannot be substituted with other documentation and evidence under any circumstances. The consultant shall submit a comprehensive and structured Interim Report and Final Report as a prerequisite for the consultant's compensation and payment.

Certain milestones, as listed in the table below, must be achieved during the contract period:

No	Task	Period	Deliverables	Location & Work Progress
1.	Output 1:	Expected Interim	CDNA's Concept	Remotely 40%

	Develop CDNA concept (including CDNA methodologies/approaches, stakeholder mapping/target group, instrument for data gathering such as questionnaire and key questions considering the four main topics of the three-capacity level, develop detail work plan and timeline, report format).	report 1 on 31 August 2024		
	a. Conduct an initial study for the implementation of CDNA activities using relevant and accurate methodologies/approaches, etc.	1 – 15 Aug 2024		
	b. Bi-weekly progress update to consortium in PPT or Word format	bi-weekly period in August		Online or offline meeting
	c. CDNA Concept, list of questionnaires considering four main topics related to land and seascape management, and develop work plan	1 – 24 Aug 2024		
2.	Output 2: Carry out CDNA activities and data collection through FGDs and questionnaire interviews with targeted stakeholders using the agreed methodology and instrument	Expected Interim report 2 on 30 September 2024	Preliminary report (the current state of capacity and gaps – considering 4 topics in the three levels of capacity)	Intervention areas 30%
	a. Conduct assessment and data gathering via interview, FGD, workshop, etc.	1 – 20 September 2024		
	b. Bi-weekly progress update to consortium in PPT or Word format	bi-weekly period in September		Online or offline meeting
	c. Data analysis and preliminary report, develop and submit written documentation of activities, photographs of activities, and recordings of interviews/FGDs.	20 – 30 September 2024		
3.	Output 3: Develop a comprehensive report of the capacity need assessment, capacity building plan with clearly defined roles and indicators, recommendation for capacity development monitoring	Expected Final report on 30 October 2024	CDNA report and capacity building plan for the four key topics in the three levels of capacity.	
	a. Verify the results of the study through FGDs/Workshops with relevant stakeholders.	1 – 13 October 2024	4 verification workshops in each district.	Districts and intervention areas
	b. Develop capacity building plan	14 – 20 October 2024		
	c. Recommend capacity development monitoring	14 – 20 October 2024		

	d. Bi-weekly progress update to consortium in PPT or Word format	bi-weekly period in September		Online or offline meeting
	e. Develop and submit final report, including written documentation of activities, photographs of activities, and recordings of interviews/FGDs.	21 – 30 October 2024		

Period of assignment: From **8 August 2024 to 30 October 2024**.

3. Concept

In the tender, tenderers are required to demonstrate how the objectives set out in Chapter 2 (Tasks to be performed) will be achieved, where applicable considering further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for the provision of services.

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) (1.1.2). 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 – 2.2)

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

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

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

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

Project management of the contractor

The tenderer is required to explain its approach for coordination with the GIZ project (1.6.1). In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule (1.6.2).

Bidders are asked to consider the tasks to be performed with reference to the objectives of the service being tendered (see Chapter 1 Context) (1.2.). Thereafter, the bidder presents and justifies the explicit strategy it will use to provide the services for which it is responsible (see Chapter 2 Tasks to be performed).

The tenderer is asked to describe its approach to coordinating with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be described in detail.

Bidders are requested to draw up a personnel assignment plan with explanatory notes listing all experts proposed in the tender; the plan includes information on assignment dates (duration and months of experts) and location of each team member complete with allocation of work steps as set out in the schedule (1.6.3).

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on their CVs (see Chapter 6), the range of tasks involved and the required qualifications.

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

Team Leader & Lead Facilitator

Tasks of Team Leader

- Overall responsibility for the contractor's consultancy package (quality and deadlines).
- Lead coordination, liaison, and act as the main communication window with GIZ, consortium partners and other parties involved in the project.
- Personnel management, identifying short-term assignment needs within the available budget, as well as planning and directing the assignment and support of local experts.
- Regular reporting in accordance with deadlines.
- Acting as the main facilitator and moderator for all FGDs and/or workshops conducted during the assignment.

Qualifications of Team Leader

- Education/training (2.1.1): University qualification - master's degree in communications, Development Studies, Environmental Science, Forestry, Biology, or other degree in related field.
- General professional experience (2.1.3): Minimum 15 years' experience in the development sector.
- Specific professional experience (2.1.4): proven record of accomplishment in managing stakeholders from policy makers, private sector, communities, and education/TVET institutions.
- Leadership/management experience (2.1.5): 10 years of management/leadership experience as team leader in development projects, good facilitation, and moderation skills especially in FGDs and workshops and reporting.
- Development co-operation experience (2.1.7): 10 years or more of experience in working in the development sector involving donors and multi-stakeholder NGOs
- Other (2.1.8): experience managing stakeholders from policy makers, private sector, communities, and educational/research institutions in Indonesia.

Key expert 1: Regional Management Planning and Biodiversity specialist

Tasks of key expert 1

- Conduct a desk study, develop a concept, strategy, and methodology outlining how all objectives of the assignment should be met. This should include milestones, timelines, and stakeholder mapping and questionnaire development for the implementation of CDNA activities in the four pilot area districts.
- Conduct data collection, assessment, and study on CDNA in the four pilot area districts;
- Together with the consultant team, conduct 2 (two) stakeholder meetings, interviews, FGDs/workshops, and FGDs/verification workshops in the 4 pilot areas to collect data and findings related to CDNA.
- Analyse all data & findings to develop a roadmap of capacity building activities for stakeholders with clear roles and indicators in the four pilot districts.
- Develop a platform mechanism used to facilitate monitoring and evaluation of capacity building implementation that can be accessed online by stakeholders at the district level.

Qualifications of key expert 1

- Education/training (2.2.1): Minimum of a master's degree in Regional Planning, Environmental Science, Forestry, Biology, Communications, Development Studies, or other degree in a related field.
- General professional experience (2.2.3): Minimum 10 years' experience in the development sector, particularly in environment, regional planning, biodiversity conservation and restoration, and climate resilience development projects.
- Specialised professional experience (2.2.4): strong technical skills in capacity development.
- Leadership/management experience (2.2.5): strong previous record of accomplishment in building discussions, interviews, FGDs or workshops with various stakeholders.
- Development co-operation experience (2.2.7): 10 years or more of experience in managing development projects with development agencies/donors and/or NGOs.
- Other (2.2.8): experience managing stakeholders from policy makers, private sector, communities, and educational/research institutions in Indonesia.

Key expert 2: Natural Resource Economics and Gender Specialist

Tasks of key expert 2

- Conduct a desk study, develop a concept, strategy, and methodology outlining how all objectives of the assignment should be met. This should include milestones, timelines, and stakeholder mapping and questionnaire development for the implementation of CDNA activities in the four pilot area districts.
- Conduct data collection, assessment, and study on CDNA in the four-pilot area districts;
- Together with the consultant team, conduct 2 (two) stakeholder meetings, interviews, FGDs/workshops, and FGDs/verification workshops in the 4 pilot areas to collect data and findings related to CDNA.
- Analyse all data & findings to develop a roadmap of capacity building activities for stakeholders with clear roles and indicators in the four pilot districts.
- Develop a platform mechanism used to facilitate monitoring and evaluation of capacity building implementation that can be accessed online by stakeholders at the district level.

Qualifications of key expert 2

- Education/training (2.3.1): Minimum of a master's degree in resource economics, Environmental Science, Communications, Development Studies, Sustainable Finance, or other degree in a related field.
- General professional experience (2.3.3): Minimum 10 years' experience in the development sector, particularly in economics, investment finance, gender, and climate resilience development projects.
- Specific professional experience (2.3.4): strong technical skills in capacity development.
- Leadership/management experience (2.3.5): strong previous record of accomplishment in building discussions, interviews, FGDs or workshops with various stakeholders.
- Development co-operation experience (2.3.7): 10 years or more of experience in managing development projects with development agencies/donors and/or NGOs.
- Other (2.3.8): experience managing stakeholders from policy makers, private sector, communities, and educational/research institutions in Indonesia.

Key expert 3: Project Officer

Tasks of key expert 3

- Organise all meetings, gatherings, interviews, FGDs, workshops for the 4 pilot areas, including ensuring attendance and participation of key stakeholders and other related logistical arrangements.
- Manage all administrative aspects of conducting all field activities from start to finish.
- Manage other administrative tasks including producing all documentation and evidence documents and reports for LASSO/SOLUSI and other stakeholders as needed and determined by the LASSO/SOLUSI consortium.
- Conduct follow-up and follow-up to the necessary parties, consortium partners, and stakeholders in the field to ensure all activities in the field are carried out according to the predetermined schedule and methodology.
- Act as the main liaison between the LASSO/SOLUSI consultant & consortium team with finance & investment actors and stakeholders in the 4 pilot areas, including local consultants in the pilot areas.
- Lead and maintain coordination, collaboration, and communication with authorities, actors, stakeholders, and local consultants in the 4 pilot areas.

Qualifications of key expert 3

- Education/training (2.4.1): a bachelor's degree in economics, Social Sciences Public Administration, Environment, or another related field.
- General professional experience (2.4.3): 5 years or more experience in the development sector;
- Specific professional experience (2.4.4): previous experience in development projects related to biodiversity conservation & restoration, particularly in economics, investment finance, gender, and climate resilience development projects.
- Leadership/management experience (2.4.5): strong previous record of accomplishment in finance and administration, interviews, FGDs or workshops with various stakeholders.
- Development co-operation experience (2.4.7): 10 years or more of experience in managing development projects with development agencies/donors and/or NGOs.
- Other (2.4.8): effective communication skills, coordination skills, administrative skills, and interpersonal skills.

Soft skills of team members

- In addition to their specialist qualifications, the following qualifications are required of team members:
- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

For FGDs, the costs may include the transportation costs for participants (farmers and non-ASN). Transport for farmers is provided considering that they work as daily labour, receive their fee daily and shall leave their daily work to attend the FGD. Transport for non-ASN participants can be provided when they come from out of town/district, different than the venue. GIZ may not provide transportation costs or resource person costs for ASN, except for lecturer/university.

Assignment of personnel and travel expenses

Per-diem and overnight accommodation 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 at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence

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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader & Lead Facilitator	1	30	30	Timesheet is required
Key Expert 1 – Regional Management Planning and Biodiversity specialist	1	30	30	Timesheet is required
Key Expert 2 – Natural Resource Economics and Gender Specialist	1	30	30	Timesheet is required
Key Expert 3 – Project Officer	1	30	30	Timesheet is required

Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	24	4	96	Maximum per diem in number of days for traveling to 4 pilot areas (Palu/Sigi/Donggala/Parigi Moutong) from base Jakarta
Overnight allowance in country of assignment	24	4	96	Maximum overnight allowance in days for traveling to 4 pilot areas (Palu/Sigi/Donggala/Parigi Moutong) from base Jakarta
Transport	Quantity	Number per expert	Total	Comments
Domestic flight Sulawesi	4	4	16	2 round trips, Travel from base JKT to Sulawesi (Palu)
Travel expenses (train, car)				
• Transport Home – Airport - Home	4	4	16	2 round trips
• Rental Car Sulawesi	24	1	24	2 trips
Other costs	Number	Number of participants	Total	Comments
FGD (Preliminary and CDNA Results)	8	70	560	Meeting package and transportation allowance for farmers and non ASN

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. 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.