

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

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<b>Assessment of Institutional and Power Market Structures to Facilitate the Integration of Higher Shares of Renewable Energy into ASEAN Power Systems</b>	<b>Project number/ cost centre: 20.2023.8-003.00</b>
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## **0. List of abbreviations**

AMS	ASEAN Member States
AG	Commissioning party
AN	Contractor
APAEC	ASEAN Plan of Action for Energy Cooperation
AVB	General Terms and Conditions of Contract for supplying services and work
CAP	ASEAN EU-German Climate Action Program
E-waste	Electronic Waste
FK	Expert
FKT	Expert days
KZFK	Short-term expert
NDC	Nationally Determined Contributions
REPP	Regional Energy Policy and Planning
ToRs	Terms of reference

## **1. Context**

The ASEAN region is experiencing rapid economic growth, driving an increasing demand for energy. To ensure energy security, achieve climate commitments, and promote sustainable development, ASEAN Member States (AMS) are actively pursuing the deployment of renewable energy (RE), including sustainable bioenergy. The ASEAN Plan of Action for Energy Cooperation (APAEC) 2026-2030 has set ambitious targets to increase the share of renewables in the regional energy mix. However, unlocking the full potential of renewable resources requires a comprehensive understanding of available energy sources, advancements in technology, enabling policy frameworks, and effective monitoring systems.

This assessment aims to analyse the institutional arrangements and power market structures in ASEAN Member States (AMS) to identify opportunities and barriers for integrating higher shares of renewable energy (RE) into national and regional power systems. It will review the current market models, regulatory frameworks, and institutional responsibilities related to power trading and grid operations, including their linkages to the ASEAN Power Grid (APG). The study will provide recommendations for enhancing policy coherence, market interoperability, and institutional coordination to enable a more efficient, secure, and flexible regional power system capable of accommodating increasing renewable energy penetration.

### **ASEAN EU-German Climate Action Programme (CAP)**

In line with the ASEAN Economic Community's energy goals, CAP supports the implementation of Nationally Determined Contributions (NDCs) and addresses challenges in meeting high energy demands while transitioning to low-carbon technologies. The project contributes to the APAEC, particularly in areas of Energy Efficiency and Conservation (programme area 4), Renewable Energy (5), and Regional Energy Policy and Planning (6). It is backed by the EU through the EU-ASEAN-Green Initiative, which supports GHG emission reduction, the EU-ASEAN partnership, and the development of energy policies favoring renewable energy and energy efficiency. This effort is also in harmony with the ASEAN Strategy for Carbon Neutrality and the Framework for Circular Economy for the ASEAN Economic Community (AEC), which outlines a vision for a circular economy and identifies priority areas and enablers to expedite its realization in the ASEAN region.

Particularly for this assessment, the study aims to bridge the gap between renewable energy deployment and climate policy approaches. More specifically, it seeks to enhance regional knowledge and build capacity for effectively assessing renewable resource potential, tracking progress through robust MRV frameworks, and identifying best practices for policy implementation within the ASEAN region.

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

### **Objectives of this assignment**

The main objective of this assignment is to promote regional cooperation for accelerating the deployment of renewable energy, including sustainable bioenergy, in the ASEAN region. The assessment aims to explore the potential, challenges, and enabling conditions for scaling up renewable energy solutions while ensuring alignment with ASEAN's policies and governance frameworks. More precisely, the study will assess the renewable resource potential across ASEAN, evaluate technological advancements, analyze best practices in policy and regulatory frameworks, and propose recommendations for renewable energy deployment. The study will provide strategic support for AMS by delivering evidence-based insights and actionable recommendations to enhance regional coordination and policy implementation.

The contractor is responsible for providing the following services, with the flexibility of adjustments that remain within the scope of the defined work packages, according to the needs of ASEAN and its Member States:

## **1. Working package 1: Baseline Assessment of Institutional and Power Market Structures**

Objective:

To map and analyse existing institutional frameworks, governance arrangements, and market models governing power generation, transmission, and trading in each ASEAN Member State (AMS).

The contractor shall collect data, gather information, and conduct an initial assessment, including but not limited to:

- Conduct a desk review of laws, regulations, and strategies governing power generation, transmission, trading, and renewable energy.
- Map key institutions (e.g., ministries, regulators, utilities, system operators, market operators) and define their roles and interactions.
- Assess the current degree of market liberalisation, including unbundling, pricing mechanisms, and market access for independent power producers (IPPs).
- Identify current approaches for grid planning and power generation planning, and how coordination is ensured.
- Analyse the status of regional power trade readiness and linkages to the ASEAN Power Grid (APG).
- Conduct interviews or questionnaires with national stakeholders to validate findings.

This working package is expected to deliver:

- Inception Report with detailed methodology, data collection framework, and stakeholder engagement plan.
- Baseline Report describing institutional, regulatory, and market structures across all AMS.
- Institutional Mapping Matrix comparing mandates, coordination mechanisms, and market structures.
- Synthesis presentation summarising key findings for discussion at the first regional coordination meeting.

## **2. Working package 2: Gap and Barrier Analysis for Renewable Energy Integration**

Objective:

To identify institutional, regulatory, and market barriers that hinder higher RE integration at both national and regional levels.

The contractor shall collect data, gather information, and conduct an initial assessment, including but not limited to:

- Analyse gaps in the coordination between power generation expansion planning and grid development.
- Identify barriers to RE participation in existing market mechanisms (licensing, dispatch, tariffs, grid codes, etc.).
- Review institutional capacity gaps, including human resources, data systems, and regulatory oversight.
- Examine the current mechanisms for system balancing, ancillary services, and flexibility management.

- Conduct a comparative assessment with European and international experiences to highlight transferable solutions.
- Validate findings through a regional technical consultation with AMS representatives and ASEAN energy bodies (e.g., ACE, SOME, APGCC).

This working package is expected to deliver:

- Analytical Report on Barriers and Gaps (institutional, regulatory, and market-related).
- Comparative Table benchmarking ASEAN market characteristics with EU best practices.
- Policy Brief summarising key bottlenecks and immediate priorities for reform.
- Consultation summary report capturing stakeholder inputs and validation outcomes.

### **3. Working package 3: Identification of Good Practices and Enabling Institutional Models**

Objective:

To identify and document successful institutional and market structures that have supported RE integration, both in ASEAN and internationally.

The contractor shall collect data, gather information, and conduct an initial assessment, including but not limited to:

- Conduct case studies of successful market and institutional models from within ASEAN and other regions (especially the EU).
- Benchmark the role of transmission system operators (TSOs), market operators, and regulators in ensuring RE integration and system reliability.
- Analyse successful examples of balancing markets, ancillary services, and regional power pooling (e.g., Nord Pool, ENTSO-E).
- Extract institutional success factors such as transparency, coordination, and governance mechanisms.
- Identify which models or components could be adapted to the ASEAN Power Grid (APG) and national contexts.

This working package is expected to deliver:

- Good Practices Compendium documenting 5–6 relevant case studies (ASEAN and EU).
- Comparative Analysis Report identifying enablers for RE integration and institutional coordination.
- Knowledge Note summarising key lessons and success factors for dissemination.
- Presentation deck for regional policy dialogue or workshop.

### **4. Working package 4: Recommendations and Roadmap for Institutional and Market Reform**

Objective:

To formulate actionable recommendations and a roadmap for improving institutional coordination and evolving power market structures to support RE integration and cross-border power trading in ASEAN.

The contractor shall collect data, gather information, and conduct an initial assessment, including but not limited to:

- Develop policy and regulatory recommendations addressing identified gaps and barriers.

- Define a framework for coordination among national and regional institutions (e.g., grid codes harmonisation, data exchange).
- Propose market development pathways, from national readiness to regional integration (e.g., secondary day-ahead and contract markets).
- Design a phased roadmap outlining short-, medium-, and long-term actions aligned with the APAEC and APG implementation plans.
- Facilitate stakeholder consultations and a regional validation workshop to refine recommendations.

This working package is expected to deliver:

- Draft Recommendations Report outlining institutional, regulatory, and market reforms.
- Final Roadmap Document with phased milestones, implementation actions, and responsible institutions.
- Regional Consultation Workshop with summary proceedings and validated outcomes.
- Policy Summary Note for dissemination through ASEAN Secretariat and ACE channels.

## **5. Working package 5: Capacity Development and Knowledge Dissemination**

Objective:

To strengthen the technical and institutional capacities of ASEAN stakeholders to implement reforms and effectively manage power market evolution and RE integration.

The contractor shall collect data, gather information, and conduct an initial assessment, including but not limited to:

- Conduct targeted training sessions on key themes such as market design, grid stability, balancing mechanisms, and renewable integration.
- Develop tailored training materials and toolkits for policymakers, regulators, and system operators.
- Organise regional peer learning activities (e.g., ASEAN–EU exchange workshops, study visits, expert sessions).
- Support dissemination of study results through policy briefs, webinars, and knowledge-sharing formats under ASEAN platforms (e.g., SOME, AMEM).

This working package is expected to deliver:

- Training Concept and Curriculum including modules and materials.
- At least two regional capacity-building events with participant evaluation.
- Knowledge Products (policy briefs, summary slides, infographics) for regional dissemination.
- Final Synthesis Report summarising overall findings, lessons learned, and recommendations for follow-up.

GIZ shall cover the event organisation cost of any workshops and capacity development activity. The target participants are to be determined with GIZ after the assignment starts. Inputs and feedback from the capacity development activities shall be accommodated to the final report and presentation slides.

Other tasks include:

- The contractor is responsible for selecting, preparing, training and steering all the experts assigned to perform the tasks,
- The contractor is responsible for coordinating with the projects partners and experts intervening in similar topics or approaches

- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ,
- The contractor reports regularly to GIZ in accordance with the current AVB of GIZ

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

Milestones/partial works	Deadline/place	Criteria for acceptance
1. (Working package 1) A written report and presentation.	1 months after contract start/ homebased	<ul style="list-style-type: none"> <li>- A written report and presentation of the working package 1 is shared to GIZ.</li> <li>- The report must include detailed information on the points outlined in working package 1.</li> <li>- The progress of assessment is presented and discussed with GIZ through a virtual meeting.</li> </ul>
2. (Working package 2) A written report and presentation.	2 months after contract start/ homebased	<ul style="list-style-type: none"> <li>- A written report and presentation of the working package 2 is shared to GIZ.</li> <li>- The report must include detailed information on the points outlined in working package 2.</li> <li>- The progress of assessment is presented and discussed with GIZ through a virtual meeting.</li> </ul>
3. (Working package 3) A written report and presentation.	3 months after contract start/ homebased	<ul style="list-style-type: none"> <li>- A written report and presentation of the working package 3 is shared to GIZ.</li> <li>- The report must include detailed information on the points outlined in working package 3.</li> <li>- The progress of assessment is presented and discussed with GIZ through a virtual meeting.</li> </ul>
4. (Working package 4) A written report and presentation.	5 months after contract start/ homebased	<ul style="list-style-type: none"> <li>- A written report and presentation of the working package 4 is shared to GIZ.</li> <li>- The report must include detailed information on the points outlined in working package 4.</li> <li>- The progress of assessment is presented and discussed with GIZ through a virtual meeting.</li> </ul>
5. (Working package 5) Capacity development and dissemination materials and activities; a written report and presentation of the capacity development activities.	<p>Validation capacity development activities <sup>a)</sup>: April, June, 2025 (tbc)</p> <p>The activities will be in the selected ASEAN countries</p>	<ul style="list-style-type: none"> <li>- Capacity development materials which contain findings of working packages 1-4 are reflected and shared with GIZ.</li> <li>- Acting as trainers or resource persons for the capacity development activities.</li> <li>- A written report and presentation of the capacity development activities is shared.</li> <li>- Preparation of the activities are presented and discussed with GIZ through a virtual meeting.</li> </ul>

<sup>a</sup> to be confirmed upon decision, schedule, and availability of the events and ASEAN Member States

Milestones/partial works	Deadline/place	Criteria for acceptance
6. A final report contains: <ul style="list-style-type: none"> <li>• An executive summary of study findings.</li> <li>• A full report compiling the study results, capacity development activities and a recap of all recommendations provided.</li> </ul>	10 months after contract start/ homebased	- An executive summary and a full report of project activities are shared and presented to GIZ and relevant ASEAN stakeholder.

Period of assignment: from **15 January 2026** to **31 October 2026**. It includes revising inputs based on the feedback received from the relevant ASEAN stakeholders. The place of delivery is Indonesia, in consequence the bidders are requested to draft their financial offer accordingly (flights, accommodation and per-diem allowances). The place of delivery is subject to change, in which case the allowances would be revised as the payments are done against evidence.



Overview of the timeline for the activities to be implemented (subject to change):

No	Activities	2025				2026 Timeline											
		Q4				Q1		Q2		Q3		Q4					
Study Development																	
0	Methodology																
1	Baseline Assessment of Institutional and Power Market Structures																
2	Gap and Barrier Analysis for Renewable Energy Integration																
3	Policy and Regulatory Frameworks for Renewable Energy Promotion																
4	Recommendations and Roadmap for Institutional and Market Reform																
Capacity Development activities																	
1	First Workshop/ Training <sup>b)</sup>																
2	Second Workshop/ Training <sup>1)</sup>																
3	One International/ Regional Workshop for study dissemination event <sup>1)</sup>																
4	One International/ Regional Workshop for knowledge sharing among AMS <sup>1)</sup>																
5	One International/Regional Workshop on MRV																
6	One policy dialogue/ study dissemination <sup>1)</sup>																

### 3. Concept

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

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

#### Technical-methodological concept

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

<sup>b</sup> the format and dates of capacity development activities are to follow according to the needs of ASEAN and/or based on the preliminary results from the study and guideline.

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 by the contractor) (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 (1.6)**

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail. Bearing in mind that the contractor works in close coordination with the project staff responsible for the activity. For this purpose, regular meetings (in person and/or online) take place. The contractor provides all products and materials developed as well as received in the context of this assignment to the project for future use.

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.

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

The tenderer is a legal entity that must possess the following experience:

- A minimum of 5 years of consultancy experience in conducting similar works or projects.
- Professional experience related renewable energy deployment and its technologies in the ASEAN region.

#### **4. Personnel concept**

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, 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 – Power Market & Energy Policy Expert**

##### Tasks of the Team Leader

- Detail of the tasks are defined in Chapter 2.
- Overall responsibility for the advisory packages of the contractor (quality and deadlines).

- Coordinating and ensuring communication with GIZ, ASEAN partners, regulators and other stakeholders.
- Personnel management and overall quality assurance of technical outputs.
- Lead assessment of current power market structures, pricing mechanisms, and policy frameworks relevant to RE integration.
- Synthesize institutional, regulatory, and technical findings into a coherent regional roadmap for market enhancement.
- Ensure that all recommendations are feasible within ASEAN contexts and aligned with regional cooperation goals under the APG.
- Lead validation workshops and oversee stakeholder engagement and reporting.

#### Qualifications of the Team Leader

- Education/training (2.1.1): University degree (Master or higher) in Energy Policy, Economics, Political Science, Public Policy, Electrical Power Systems, or related field.
- Language (2.1.2): C1-level language proficiency in English.
- General professional experience (2.1.3): 10 years of professional experience in the energy sector with a focus on policy, regulation, or market design.
- Specific professional experience (2.1.4): 7 years in electricity market assessments, energy transition policy frameworks, or regulatory reform; experience with regional market integration or market coupling is an advantage.
- Leadership/management experience (2.1.5): 7 years of management/leadership experience as project team leader or manager in a company.
- Regional experience (2.1.6): 3 years of experience in projects in ASEAN/ Southeast Asia (region).
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects.
- Other (2.1.8): Excellent stakeholder coordination and analytical skills; strong understanding of how policy and regulatory frameworks influence investment and system integration.

### **Key Expert 1 – Institutional Governance & Regulatory Capacity Expert**

#### Tasks of the Key Expert 1

- Detail of the tasks are defined in Chapter 2.
- Map institutional mandates, coordination mechanisms, and regulatory responsibilities related to RE integration and power sector governance.
- Assess regulatory frameworks and institutional readiness for market-based regional electricity cooperation.
- Identify capacity and governance gaps that limit implementation of market reforms or cross-border trade.
- Develop recommendations for institutional strengthening and regulatory coordination, including roles of ACE, HAPUA, and national regulators.
- Support stakeholder consultations and capacity development sessions.

#### Qualifications of the Key Expert 1

- Education/training (2.2.1): university degree in Public Policy, Law, Energy Regulation, or related field.
- Language (2.2.2): C1-level language proficiency in English.
- General professional experience (2.2.3): 7 years of professional experience in institutional and governance assessments, preferably in the energy or infrastructure sectors.
- Specific professional experience (2.2.4): 7 years in regulatory reform, institutional coordination, or public-sector governance in the energy sector.

- Regional experience (2.2.6): 6 years of experience in projects in Southeast Asia (region).
- Other (2.2.8): Demonstrated experience in stakeholder engagement and capacity development; familiarity with regional cooperation processes.

## **Key Expert 2 – Power System Planning & Grid Integration Expert**

### Tasks of the Key Expert 2

- Detail of the tasks are defined in chapter 2
- Assess the alignment between generation expansion and transmission development plans in ASEAN Member States.
- Evaluate technical readiness and challenges for integrating higher shares of variable RE into national and regional grids.
- Identify barriers to cross-border exchanges, including issues related to system stability, balancing mechanisms, and synchronization planning.
- Provide input to policy and market design recommendations from a technical feasibility perspective.
- Contribute to defining capacity-building needs for system planners and grid operators.

### Qualifications of the Key Expert 2

- Education/training (2.2.1): university degree in Electrical Engineering, Power Systems, or Renewable Energy Engineering.
- Language (2.2.2): C1-level language proficiency in English.
- General professional experience (2.2.3): 7 years of professional experience in power system planning or grid integration of renewables.
- Specific professional experience (2.2.4): 7 years of professional experience in transmission planning, renewable energy grid integration, or regional interconnection projects.
- Regional experience (2.2.6): 6 years of experience in projects in Southeast Asia (region).
- Other (2.2.8): Ability to link technical insights with policy and regulatory recommendations; understanding of regional grid initiatives such as APG or ENTSO-E is an advantage.

Please note that good business language skill in English (equal with C1-level in the Common European framework of reference for language) is a minimum requirement for being eligible candidates for all team leader and members to participate in the tender.

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

### Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

## **5. Costing requirements**

## Assignment of personnel and travel expenses

Per-diem 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.

## Sustainability aspects for travel

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

If they cannot be avoided, CO<sub>2</sub> emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

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

Specification of inputs:

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader – Power Market & Energy Policy Expert	1	65	65	
Key Expert 1 – Institutional Governance & Regulatory Capacity Expert	1	61	61	
Key Expert 2 – Power System Planning & Grid Integration Expert	1	61	61	

Travel expenses	Number of experts	Quantity per expert	Total	Comments
Per-diem allowance in country of assignment	3	7	21	Allowance to be calculated for Indonesia. Location subject to change to another major city in ASEAN, cost might change accordingly. If bidder is based in Jakarta, no allowance will be paid for work conducted in Jakarta. For work conducted in another country, payment is against evidence.
Overnight allowance in country of assignment	3	7	21	Allowance to be calculated for Indonesia. Location subject to change to another major city in ASEAN, cost might change accordingly. If bidder is based in Jakarta, no allowance will be paid for work conducted in Jakarta. For work conducted in another country, payment is against evidence.
Transport	Number of experts	Quantity per expert	Total	Comments
International flights	3	2	6	Round-trip travel (economy class) to the place of service delivery: Indonesia. Subject to change to another major city in ASEAN, cost might change accordingly. If bidder is based in Jakarta, no allowance will be paid for work conducted in Jakarta. For work conducted in

				another country, payment is against evidence.
<b>CO<sub>2</sub> compensation for air travel</b>  Link to <a href="#">working aid and table for determining the budget</a> and <a href="#">Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions</a> on setting the budget.	12 single flights (= 6 roundtrips)	40 EUR	480	A fixed budget of EUR <b>80</b> per roundtrip per person, totalling to <b>EUR 480</b> , is earmarked for settling carbon offsets. Final amount will depend on location of the bidder. Payment is against evidence.
<b>Travel expenses</b>  <ul style="list-style-type: none"> <li>Taxi</li> </ul>	3	8	24	Travel within the country of assignment, transfer to/from airport and from the hotel to the venue location. Payment is against evidence.

## 6. Requirements on the format of the tender

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

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 (language).

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.