

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

CONFIDENTIAL

Terms of Reference: Cost of Supply Studies Capacity Building	Project number/ cost centre: 22.2187.7-001.00
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0. List of abbreviations

AMEU	Association of Municipal Electricity Utilities
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
CoGTA	Department of Cooperative Governance and Traditional Affairs
CoS	Cost of Supply
CV	Curriculum Vitae
DMRE	Department of Mineral Resources and Energy
EDI	Electricity Distribution Industry
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
NERSA	National Energy Regulator of South Africa
NT	National Treasury
SAGEN	South African German Energy Programme
SALGA	South African Local Government Association
SDG	Sustainable Development Goal
SEA	Sustainable Energy Africa
ToRs	Terms of reference

1. Context

Brief introduction to SAGEN

The South African-German Energy Programme (SAGEN) supports South African partners to manage the energy transition with a focus on renewable energy and energy efficiency. SAGEN is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in cooperation with the Department of Mineral Resources and Energy (DMRE), Eskom, the National Energy Regulator of South Africa (NERSA), and the South African Local Government Association (SALGA) under the government-to-government coordination of National Treasury (NT).

SAGEN's support includes the following fields of intervention towards the transformation of the South African energy sector:

- Power Sector Reform and Regulation,
- Power Systems Planning and Operation,
- Embedded Generation in Distribution Networks,
- Municipal Energy Management Systems,
- Capacity Building for the Energy Transition and EDI (Electricity Distribution Industry) Reform, and
- Gender Mainstreaming in Energy.

Context

The SAGEN programme, in collaboration with SALGA, has supported efforts to strengthen municipal capacity in conducting Cost of Supply (CoS) studies using the NERSA-approved CoS tool. This capacity-building initiative has included training workshops to help municipalities prepare initial CoS studies, followed by a quality assurance process after in-person sessions. In some cases, municipalities have also received targeted support to aid in the development of their studies. The overarching objective has been to build internal municipal capacity to independently undertake CoS studies, or at minimum, to ensure that officials have a sound understanding of the methodology, rationale, and process—enabling more effective engagement with consultants.

Given the complexity of the tool, in-person engagement has proven valuable; however, this approach alone is not scalable. Multiple sessions are often required before municipal teams have the confidence and capability to undertake studies independently. Limited availability of funding for in-person support can make it difficult for municipalities to revisit or update their studies when needed.

Existing support mechanisms, including in-person training sessions, are constrained by limited capacity typically accommodating only 40 participants per session leaving many municipal professionals without access. This highlights the need for more accessible, flexible learning models that enable continuous capacity development across the sector. There is also growing interest in aligning CoS practices with emerging legislative and regulatory frameworks.

Embedding these future-ready approaches into CoS development will help create a shared understanding of the evolving revenue environment.

Objectives of the assignment

To address these gaps, the following actions are proposed:

- Developing structured training materials to enable online learning and future access to a CoS study development 'curriculum' using the approved tool, ensuring sustainable, independent capacity-building.
- Offering an additional series of five to ten half-day online workshops to strengthen the distribution sector's understanding of CoS studies and the tool's application within the existing legislative framework, as well as under the future ERA. These online workshops will allow broader participation, as they will not be subject to attendance restrictions.
- Creating a web-based repository of training materials, recordings, and resources, accessible via the GIZ and SALGA, websites. This will ensure that those unable to attend live sessions can still benefit from the content.
- Coordinating stakeholders to develop a roadmap or strategy for CoS development, enhancing study quality and capacity while ensuring future readiness. This may include one or two in-person workshops.

This initiative aims to support sustainable, scalable capacity-building, equipping municipalities with the knowledge to navigate both current and anticipated regulatory environments while making effective use of the NERSA-approved CoS tool. It also seeks to promote more coordinated, strategic support across stakeholders to strengthen the national revenue framework. The contractor will work in partnership with another consultant with a Framework contract with GIZ to ensure that the work is complementary.

GIZ shall hire the contractor for the anticipated contract term, from **1 October 2025** until **30 April 2026**. The assignment consists of two work packages which are described below.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Work Package 1: Convening, Coordinating and Strategy Development

This work package focuses on stakeholder alignment, strategy development, and capacity-building content creation.

Task 1.1: Develop Training Materials and Online Resources

This task will focus on the on the development of training materials for the capacity-building workshops.

- Update existing training materials to reflect new legislative frameworks (ERA, EPP, EPDM), an similar frameworks introduced by the EDI Reform.

- Structure these into a modular, accessible online learning format.
- Deliver materials and online workshop recordings to SALGA for publishing on their website to ensure open access.

Task 1.2: Establish and Sustain a CoS Working Group

This task focuses on establishing a dedicated Cost of Supply (CoS) Working Group to promote alignment among stakeholders, minimise duplication of support efforts, and contribute to the sustainability and long-term strategic direction of CoS-related work in municipalities.

Currently, a range of government and non-government actors are engaged in assisting municipalities to undertake CoS studies in compliance with NERSA requirements. However, this support is often fragmented, resulting in overlapping interventions for some municipalities while others remain underserved.

The formation of a CoS Working Group will enable structured collaboration through a unified and coordinated approach, agreed upon by key stakeholders. The working group is expected to include representatives from SALGA, National Treasury, COGTA, AMEU, the NRS Committee, GIZ, and NERSA.

The contractor, in collaboration with GIZ and SALGA, will be responsible for convening relevant partners and facilitating the establishment and ongoing operation of the working group.

Key activities include:

- **Convene a CoS Working Group** composed of representatives from the contractor, SALGA, AMEU, COGTA, MISA, National Treasury, and NERSA.
- **Organise and facilitate at least three coordination meetings**, including:
 - An **inception workshop** to present and validate the proposed workplan.
 - A **strategic planning session** to jointly develop an EDI CoS support roadmap.
 - **Periodic review meetings** to assess progress, ensure alignment, and refine activities.
- **Facilitate strategic discussions** on critical issues, such as:
 - Opportunities to institutionalise and sustain CoS-related support mechanisms.
 - The potential for a coordinated EDI support strategy to address service gaps and prevent duplication.

Work Package 1: Deliverables

Deliverables for Task 1.1: Develop Training Materials and Online Resources

1. Updated Training Materials Pack

- Revised content incorporating recent legislative changes (e.g., ERA, EPP, EPDM) and relevant elements from the EDI Reform framework.

2. Modular Online Learning Package

- Structured training modules suitable for self-paced learning.
- Includes presentations, manuals, case studies, and quizzes or exercises.

3. **Published Digital Resources**

- Submit all materials (incl. recordings of online training sessions, where applicable) to the SALGA for uploading on their website and/or other agreed platforms for open access. Consent from the participants on the online meetings should always be asked prior to recording.

Deliverables for Task 1.2: Establish and Sustain a CoS Working Group

4. **CoS Working Group Composition Report**

- Confirmed list of stakeholder representatives and institutions participating in the working group.

5. **Meeting Agendas, Minutes, and Attendance Registers** (at least 3 sets)

- **Inception Workshop:** Agenda, participant list, minutes, and presentation deck.
- **Strategic Planning Session:** Agenda, roadmap development outputs, participant list.
- **Progress Review Meetings:** Summary notes, decisions taken, and follow-up actions.

6. **Draft EDI CoS Support Roadmap**

- Jointly developed strategy outlining roles, coordination mechanisms, and recommendations for long-term support.

7. **Strategic Discussion Summary Report**

- Documentation of key insights and outcomes from discussions on:
 - Training attendance trends
 - Institutionalisation of CoS support
 - Reducing duplication and filling support gaps

Work Package 2: Capacity-Building Support and Help Desk

This work package focuses on delivering targeted training and ongoing support to municipalities and EDI stakeholders, ensuring effective use of the NERSA-approved CoS tool. It comprises a series of capacity-building workshops, the establishment of a tiered help desk support system, and structured feedback and reporting mechanisms.

Task 2.1: Capacity Building Workshops

This task involves designing and facilitating a series of **5 - 10 online half-day workshops** for municipal professionals and other stakeholders, focusing on the conceptual foundations of CoS studies and the practical application of the NERSA-approved CoS tool.

4. Activities include:

- Collaborate with a GIZ expert pool consultant to co-facilitate the workshops.
- Deliver guided hands-on sessions using real or proxy municipal data.
- Distribute the CoS tool package and data requirements in advance.
- Use SALGA mailing lists to coordinate participant invitations.

- Integrate “open help” slots within the workshop schedule for real-time issue resolution.

Task 2.2: Establish a Tiered Help Desk System

This task involves setting up a two-tiered help desk to support municipalities during and after the training series.

Activities include:

- Contractor to provide first-line support for general or frequent queries and a list of FAQs to be published on either the SALGA or NERSA website.
- Establish a system for escalating complex technical issues to the developer of the NERSA tool, supported by GIZ.
- Implement a mechanism to track, categorise, and analyse help desk usage to inform system improvements.

Task 2.3: Workshop Feedback and Project Reporting

This task focuses on assessing the effectiveness of the workshop series through participant feedback and compiling a final report.

Activities include:

- Design and distribute a post-workshop **evaluation survey** to be sent out immediately after the conclusion of the training. Participants should indicate their responses using the following evaluation scale: **0 = no benefit, 1 = low benefit, 2 = medium benefit, 3 = high benefit. GIZ will share a SAGEN evaluation survey template to be used as a start.**
- Compile a **5-10 page final project report** including:
 - Workshop objectives and overview of content delivered.
 - Summary of participant questions and facilitator responses.
 - Evaluation findings (with graphs for structured questions and summaries of open feedback).
 - Recommendations for future workshop improvement.

Task 2.4: Follow-up with Municipalities on the Uptake of Power Sector Reform Measures

The contractor shall conduct follow-up engagements with minimum five (5) municipalities after the training sessions to gather feedback on the uptake of power sector reform in their future planning processes.

As part of this task, power sector reform includes:

- The submission of valid **Cost of Supply (CoS) studies** to NERSA for tariff applications following the next round of submissions, after the planned capacity building training and feedback on whether the submitted CoS studies were approved by NERSA.
- The uptake and application of the **Asset Register Template**, which will be developed by a GIZ pool of experts. The tenderer will collaborate with these experts as part of the broader capacity-building efforts for Cost of Supply (CoS) studies.
- The adoption and approval of the **Wheeling Framework**, which will incorporate outputs from the updated CoS tool. This tool is being revised by a GIZ contracted expert to reflect updates to the NERSA approved Cost of Supply methodology.

The objective of this task is to assess the practical integration of reform tools and frameworks introduced during the training, and to support municipalities in aligning with sector reforms.

Work Package 2: Deliverables

1. 5 - 10 Online Training Workshops Delivered

- Agendas, participant lists, training content, and facilitation notes.

2. Operational Tiered Help Desk System

- First-line support mechanism functional.
- Escalation protocols established with GIZ-linked expert.

3. Workshop Documentation

- Training materials, session recordings (if applicable), and data templates.

4. Final Project Report (5 - 10 pages)

- Includes workshop summary, evaluation results, and strategic recommendations.
- Appendices with survey data visualisations and detailed feedback.

5. A brief report (3 - 5 pages) summarising the feedback from each of the five municipalities, including:

- Confirmation of submission of CoS studies to NERSA and feedback on whether the submitted CoS studies were approved by NERSA.
- Level of uptake and use of the Asset Register Template.
- Status of engagement or adoption of the Wheeling Framework.

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

Milestone No.	Task Description	Deliverable	Due Date	Responsible Party	Remarks
1	Update training materials and develop online learning resources	Updated training materials pack incorporating new legislation and EDI reform content	30 October 2025	Contractor	Content must reflect aspects introduced in the ERA, EPP, EPDM were applicable and be modular for online use

Milestone No.	Task Description	Deliverable	Due Date	Responsible Party	Remarks
2	Structure and publish modular learning resources	Modular online learning package; Published digital resources uploaded to SALGA website	30 October 2025	Contractor (with SALGA support)	Should include videos, manuals, exercises, and open-access links
3	Convene CoS Working Group	CoS Working Group composition report; Confirmed stakeholder list	15 November 2025	Contractor with support from GIZ and SALGA	Participation to include COGTA, NT, MISA, AMEU, NERSA, SEA etc.
4	Facilitate coordination meetings	Agendas, minutes, and attendance for: inception workshop, strategic session, and review meeting	30 November 2025	Contractor	Meetings spaced through contract term for planning, alignment, and review
5	Develop a CoS Support Roadmap	Draft CoS Support Roadmap	30 December 2025	Contractor in collaboration with stakeholders	Roadmap to detail roles, coordination structures, and long-term plan
6	Summarise strategic discussions	Strategic Discussion Summary Report	15 February 2026	Contractor	To reflect insights on training trends, institutionalisation, and duplication
7	Design and deliver 5–10 workshops	5 - 10 Online Training Workshops Delivered with supporting documentation	30 November 2025	Contractor with GIZ support	Include training materials, recordings, and data templates
8	Establish tiered help desk	Operational Tiered Help Desk System	31 November 2025	Contractor (with escalation via GIZ)	Must include usage tracking and escalation protocol
9	Collect feedback and compile project report	Final Project Report (5 -10 pages) with survey results and recommendations	15 February 2026	Contractor	Include visualised data and structured summaries from evaluations
10	Follow-up with Municipalities on the Uptake	A brief report (3 - 5 pages) summarising the	30 April 2026	Contractor	

Milestone No.	Task Description	Deliverable	Due Date	Responsible Party	Remarks
	of Power Sector Reform Measures	feedback from each of the five municipalities.			

Period of assignment: from **1 October 2025** until **30 April 2026**.

3. Concept

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

Technical-methodological concept

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

The tenderer is required to 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).

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.

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 days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), 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 (11 days)

Tasks of the team leader

- Overall responsibility for the project management of the assignment, quality assurance and adherence to deadlines as per work plan.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Lead the establishment of the Cost of Supply (CoS) Working Group and facilitate coordination among stakeholders.
- Plan and host three key stakeholder meetings (inception, strategy, and review).
- Drive the development of the EDI CoS Support Roadmap.
- Facilitate strategic discussions on training gaps, institutionalisation, and support coordination.
- Regular reporting and progress updates in accordance with deadlines.
- Contributions to the technical delivery of the project, and overall technical steering

Qualifications of the team leader

- Education/training (2.1.1): Under-graduate university degree in Engineering, Financial studies, Economics, Environmental Sciences, Energy Studies, or a related field, with a Project Management short course certificate.
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 10 years of professional experience in the Energy sector

- Specific professional experience (2.1.4): 7 years in of professional experience in cost of supply studies, financial modelling, capacity building, energy studies, working with municipalities or experience in the EDI in South Africa
- 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): 10 years of experience in projects in Sub-Saharan Africa (region), of which 5 years in projects in South Africa (country)
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects

Key Expert 1: CoS Studies Expert (25 days)

Tasks of key expert 1

- Provide technical support during workshops on the NERSA-approved CoS tool.
- Publish an online learning package with presentations, manuals, case studies, and exercises.
- Co-facilitate sessions using municipal or proxy data sets.
- Set up and operate a two-tiered help desk system, handling technical queries and escalation.
- Track and analyse help desk queries to support continuous improvement of support systems.
- Contribute to the final project report with technical summaries and insights
- Facilitate 5 online training workshops in collaboration with other experts.
- Compile evaluation inputs for the final project report.

Qualifications of key expert 1

- Education/training (2.2.1): Under-graduate university degree in Engineering, Financial studies, Economics, Environmental Sciences, Energy Studies, or a related field
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 5 years of professional experience in electricity distribution, regulation, or tariff modelling and 3 years experience in providing technical support to local governments or utilities in South Africa
- Specific professional experience (2.2.4): 3 years of demonstrated experience and a deep familiarity with the NERSA CoS framework and South African municipal training
- Regional experience (2.2.6): 3 years of experience with projects in South Africa, particularly those working with governmental or regulatory institutions

Key expert 2: Electricity Distribution Expert (22 days)

Tasks of key expert 2

- Provide technical support during workshops on the NERSA-approved CoS tool.

- Publish an online learning package with presentations, manuals, case studies, and exercises.
- Co-facilitate sessions using municipal or proxy data sets.
- Assist in setting up and operate a two-tiered help desk system, handling technical queries and escalation.
- Contribute to the final project report with technical summaries and insights
- Facilitate 5 - 10 online training workshops in collaboration with other experts.
- Compile evaluation inputs for the final project report.

Qualifications of key expert 2

- Education/training (2.3.1): Undergraduate-graduate university degree in Engineering, Financial studies, Economics, Environmental Sciences, Energy Studies, or a related field
- Language (2.3.2): C2 -level language proficiency in English
- General professional experience (2.3.3): 5 years of professional experience in electricity distribution, regulation, or tariff modelling and 3 years experience in providing technical support to local governments or utilities in South Africa
- Specific professional experience (2.3.4): 3 years of demonstrated experience and a deep familiarity with the NERSA CoS framework and South African municipal training
- Regional experience (2.3.6): 3 years of experience with projects in South Africa, particularly those working with governmental or regulatory institutions

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

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

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

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

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ 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 CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	11	Team Leader	
Key Expert 1: CoS Studies Expert	1	25	CoS Studies Expert 1	
Key Expert 2: Electricity Distribution Expert	1	22	Electricity Distribution Expert	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	9(3 days per expert)	1	9	Limited to experts travelling for steering project meetings, and stakeholder engagements
Overnight allowance in country of assignment	9 (3 nights for 3 experts)	3	9	Limited to experts travelling for project meetings, and stakeholder engagements.

Transport	Quantity	Number per expert	Total	Comments
Domestic flights	3	2	6	Flights within the country of assignment during service delivery, limited to experts travelling for project meetings, and stakeholder engagements.
Travel expenses (train, car) • Kilometres travelled		R 4,76		Travel within the country of assignment, transfer to/from airport etc.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	R 60 000,00	R 60 000,00	A budget of R60,000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	1			The budget contains the following costs: Workshops Venue and Catering, printing of resources

Workshops, events and trainings

Workshops are a key component of the Cost of Supply Working Group engagements and coordination, and its structure and logistics need to be clearly defined to ensure smooth implementation and proper costing by the contractor. Below are the details:

Number of Participants:

- 40 - 50 Cost of Supply working group members
- Additional stakeholders, including representatives from GIZ, SALGA and invited experts, may participate in specific sessions.

Basis for Costing for the Contractor:

The contractor should consider the following cost elements:

- **Printing & Materials:** If required, the contractor should budget for any printed materials, certificates, or participant handbooks. However, as the programme is largely online, most materials will be distributed digitally.
- **Webinar Hosting & Technical Support:** Costs for webinar platform access and technical facilitation should be included.
- **Social media & Communication:** Development of participant profiles, social media engagement, and visibility activities.

Logistical Arrangements:

- **Booking of Locations & Catering:**
 - For virtual events, no venue is required.
 - If an in-person component is added, contractor is responsible for booking venues and arranging catering.

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.