Terms of Reference (ToR) for the procurement of IT services

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Project title:	**Processing number/cost centre:**
Sustainable Development Goals Initiative	**G-0122269-001-00.1**
Country:	**Transaction number:**
Namibia	**7000019645**
Works/services to be put out to tender:	
Enhancement of NAMRA Data Analytics Platform	

0. Abbreviations

API	Application programming interface
BMF	Federal Ministry of Finance
CV	Curriculum vitae
ERD	Entity relationship diagram
EVB-IT	Supplementary Terms and Conditions for the Procurement of IT Services
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	German Competition Act
OSS	Open source software
SaaS	Software-as-a-service
ToR	Terms of Reference
VgV	German Ordinance on the Award of Public Contracts

1. Context

1.1 The company

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supports the German Federal Government in achieving its objectives in the field of international cooperation for sustainable development and international education. The company is active in several fields: economic development and employment; governance and democracy; peacebuilding, security, reconstruction and civil conflict transformation; food and nutrition security, health, basic education, environmental protection, resource conservation and climate change mitigation.

GIZ operates in some 120 countries worldwide and seconds experts and managers to projects and programmes. A high percentage of these partner countries are marked by fragile statehood, violence and risks for individual safety and security. GIZ is responsible not only for its own staff members but also for the safety and security of partners, consultants and other involved parties.

1.2 Project background

The Sustainable Development Goals Initiative III (SDGI III) is a joint technical cooperation project of the German and Namibian governments, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The Initiative aims to coherently design and implement the policies and measures necessary to achieve the objectives of the global Agenda 2030, specifically to improve the implementation of the SDGs selected and prioritised by Namibia. SDGI has been implemented in 3 phases since 2017, and in the current phase, it continues to support Namibia in integrating its Agenda 2030 priorities into the National Development Plans (NDP) cycle and improving the country's institutional conditions for such implementation. To achieve this objective, SDGI supports the National Planning Commission (NPC), the Ministry of Finance (MoF) and the Namibia Statistics Agency (NSA), as well as other stakeholders, in the following three core focus areas:

- Strengthening institutional capacities for coherent and impact-oriented implementation (Output 1).

- Leveraging new financing opportunities for development from private and public sectors (Output 2).

- Data for planning, steering implementation and monitoring the implementation of Agenda 2030, as incorporated into NDP 6 (Output 3).

Since 2021, SDGI has supported the Namibian government in establishing a semi-autonomous revenue agency to strengthen domestic resource mobilisation through effective tax administration. To this end, the Namibia Revenue Agency (NamRA), established under the Namibia Revenue Agency Act No. 12 of 2017 and launched in April 2021, is responsible for enforcing tax and customs laws. In 2023, NamRA identified "Improved data management and analytical capability" as a strategic objective to enhance operational efficiency and support national development by becoming digitally enabled and data-driven.

1.3 Objective of the commission/subject of the procurement

GIZ requires the services of an IT firm to enhance the design, development, and implementation of a scalable, secure, and user-friendly analytics and data platform that

meets NamRA's current and future needs. The aim is to complete and enhance NamRA's enterprise data platform by finalising a modern data warehouse that consolidates data from all tax administration systems into a single source of truth.

2. Requirements for the IT solution

2.1.1 Description of the existing IT solution

NamRA is building an intelligent tax and customs administration platform that leverages data science and artificial intelligence to enhance decision-making, reduce revenue leakage, and improve service delivery. A centralised Data Warehouse was initiated with UNDP support to improve data quality and accessibility. This central data warehouse/platform requires further enhancement and expansion to make it fit for purpose for NamRA.

This initiative aligns with SDG 17.1 and NDP 6, aiming to strengthen domestic resource mobilization and combat illicit financial flows through data-driven governance, transparency, and integrity.

To achieve this, NamRA developed and approved a Data Strategy, a Data Governance Framework, and a Policy, and adopted Oracle Analytics Server to drive data intelligence and AI-powered insights, serving as a single source of truth. Recognising that technology requires specialised skills, NamRA has begun investing in staff capacity-building to ensure effective system configuration and utilisation. To date, NamRA has successfully set up and developed the following components of the data platform:

- Oracle Analytics Architecture and System Design for production workloads
- Oracle Analytics Server setup and administration
- Oracle Data Integrator configuration
- ETL pipeline development and implementation of materialised view principles
- Analytics and dashboard development
- Oracle Data warehouse

NamRA currently operates an Oracle Analytics-based data warehouse hosted within its data centres. The existing environment includes a limited number of ETL pipelines, curated datasets, and analytical dashboards. While the platform provides foundational data warehousing and reporting capabilities, it is not yet fully mature or operational at enterprise scale. Significant enhancement is required to extend data integration coverage, improve ETL automation and performance, strengthen data quality and governance, optimise the semantic layer, and enable advanced analytics. This procurement therefore seeks a service provider to enhance, configure, and fully operationalise the existing Oracle Analytics data warehouse, ensuring it functions as a reliable, scalable, and secure enterprise data platform supporting NamRA's analytics, compliance, risk management, and reporting needs.

2.1.2 Description of the application/use of the IT solution

The solution seeks to enhance data capabilities through a centralised data platform and analytics solution. The platform will support data integration, advanced analytics, and reporting to NamRA and its stakeholders, enabling evidence-based decision-making and operational efficiency.

2.1.3 General conditions at the partner end (where relevant)

The platform is owned by NamRA, which has an ICT department comprising 49 personnel across three divisions: Infrastructure & Support, Applications & Projects, and Governance & Security. The consultant must give technical and functional training to the project team

2.1.4 Use of open source software (OSS)

If there will be a need for open source software capabilities that aid the performance of the solution, the OSS will have to go through NamRA IT security compliance before it utilised or deployed on the environment.

2.2 Infrastructure requirements

The platform shall be deployed across three environments: Development, QA, and Production.

2.2.1 Hosting

The platform will be hosted at the NamRA Data Centre. Furthermore, it is recommended that the platform be on its own separate server.

2.2.2 Technical security requirements

Comply with NamRA information security Policy and Identity & Access Management SoP.

2.3 Functional requirements

The IT solution must meet the following functional requirements.

The platform must support acquiring data from multiple sources.

- Ingest structured, semi-structured, and unstructured data
- Support batch, near-real-time, and real-time ingestion
- Ensure data accuracy, completeness, and consistency.
- Connect to multiple data sources, including:
    - Databases
    - API
    - Streaming
    - Files
- Store historical and current data versions
- Retain data based on configurable retention policies
- Support scalable storage for high-volume datasets
- Provide role-based data access
- Authenticate users via enterprise identity management
- Support data classification
- Monitor pipeline execution and performance
- Provide error handling and retry mechanisms
- Generate operational alerts and notifications
- Track platform usage metrics
- The platform must grow with business needs.

2.4 Non-functional requirements

The IT solution must meet the following non-functional requirements:

- The platform must be usable by both technical and business users.
- Portability
- Security
- Scalability
- Performance
- Flexibility
- Compatibility
- Operability
- Usability
- The platform must be dependable and continuously available.
- The platform must ensure consistent and trustworthy data.
- The platform must be easy to operate, support, and enhance.
- The platform must integrate seamlessly with other systems.

2.4.1 Interfaces

- API
- Database links
- Any other

2.4.2 System requirements/technical framework

- Portability
- Security as per NamRA IT security controls and standards.
- Maintainability
- Reliability
- Scalability
- Performance
- Reusability
- Flexibility
- Compatibility
- Graphic design specifications
- Requirements for system documentation
- Requirements for architecture documentation

2.4.3 Sustainability

The platform will be hosted by NamRA. It is recommended to have servers which allow scalability and can handle vast amounts of data.

2.5 Further specifications/general conditions

3. Responsibilities of the contractor

The contractor will deliver the following services and work packages (along with the corresponding milestones). The work packages have no chronological order and can also be implemented on an integrated basis, depending on the development methodology:

- Conduct an evaluation and requirement analysis to ascertain gaps and areas of improvement.
- Produce an assessment report for NamRA based on findings.
- Develop a work plan/schedule.
- Review existing data governance frameworks, instruments and access rules
- Enhancement of the architecture and platform (on-premises data warehouse). The platform should have Development, Quality Assurance (QA), and Production environments.
- Build data pipelines (ETL/ELT), storage solutions, and analytics layers.
- Develop and implement visualisation tools (Oracle analytics)
- Develop training materials and conduct workshops for staff.
- Provide hands-on sessions on ETL/ELT processes, analytics tools, dashboard use, and data governance practices.

Milestones/process steps/partial services	**Deadline/place/person responsible**
Inception report	5 days
Platform/architecture enhancement	10 days
Cleaning and Data Quality	Ongoing throughout the project
ETL/ELT pipeline design	20 days
Data Governance Framework & Policies	5 days
Dashboard for key KPIs from (Management Dashboard, Customs & Domestic Taxes Dashboards)	15 days
Staff training and capacity-building	10 days
Final Handover & Project Report(user manuals)	5 days
Post-Implementation Maintenance & Support	365 days

3.1 Work package 1: Kick-off

At the start of the project, the contractor and GIZ clarify the expectations for the cooperation arrangement, the technical platform for cooperation, details of the relevant responsibilities and the project schedule. The first meeting also allows substantive questions to be clarified regarding the issues, defined objectives, requirements and other contextual information.

Services to be rendered by the contractor:

- ✓ Documentation of the agreements
- ✓ Establishment of a(n) (online) work environment

3.2 Work package 2: Drafting the implementation concept

The implementation concept is drafted together with the contractor, the target group and any other relevant stakeholders, and includes:

Development methodology, schedule and release plan
Revised and prioritised functional requirements
(Provisional) system architecture
Depending on the methodology: description of the areas of application and system specifications or backlog, for instance with user stories
Visualisations and outlines (e.g. mock-ups, user journeys, process outlines, ER and use case diagram)

Outcomes to be delivered by the contractor:

Implementation concept

3.3 Work package 3: Technical implementation

The IT solution is to be developed on the basis of the implementation concept. The methodology and the release plan specify the (iterative) publication of functions. The contractor will propose the development methodology and the provisioning model in the technical concept (see Section 9).

Outcomes to be delivered by the contractor:

Object code and/or operable and executable application

- Documentation of the development process (e.g. implementation progress, changes)
- Annotated source code

3.4 Work package 4: Testing and quality assurance

The contractor sets up a test environment and, during and after the development process, conducts the relevant recommended tests (e.g. unit tests, integration tests, load tests). Tests are also conducted regularly with future users of the IT solution.

Outcomes to be delivered by the contractor:

- ✓ Testing concept and test documentation
- ✓ Documentation of the user feedback and the improvements (faults, weak points, exploits, etc.)

3.5 Work package 5: Documentation

GIZ must be provided with detailed documentation of the functionalities and the source code annotation in good time and in an appropriate manner. The contractor is obligated to make the latest documentation available for inspection at any time.

If personal data is processed, the contractor will assist GIZ with creating a record of processing activities.

Outcomes to be delivered by the contractor:

Documentation based on a conventional standard (e.g. arc42)
The documentation must include the following items in particular:

- Software stack and dependencies
- System requirements, system specifications and system architecture
- Diagrams and outlines (e.g. use case, ERD, process outlines, mock-ups)
- Other technical documentation (e.g. interfaces, (clearance of) faults)

Record of processing activities

3.6 Work package 6: Training

3.6.1 Administrative training

The contractor will conduct 15 days of technical training in Windhoek for 10 of the NamRA IT/functional personnel. Conducted in English, this training enhances knowledge and capacity for sustainable operations. The training content is also documented in writing.

3.6.2 User training

The contractor will conduct 15 days of training in Windhoek for 10 users of the IT solution content. This training is conducted in English. The training content is also documented in writing.

Outcomes to be delivered by the contractor:

Training material
User manual
Administration manual
Guidelines on updating materials and manuals

3.7 Work package 7: Support (and operation)

The contractor provides support for the IT solution until the end of the contractual term. This involves:

- First level support

  - Classifying user enquiries, analysing and resolving frequent, easily rectifiable faults and issues, forwarding to specialists and creating descriptive support tickets
- Second level support
  - Classifying and systematically handling enquiries from first level support, direct phone or written contact with users, updating the knowledge database on frequent problems and issues, forwarding unresolvable problems to third level support
- Third level support
  - Handling enquiries concerning IT administration or operational faults or issues, high degree of specialisation in respective software and hardware, no direct contact with end users

The contractor provides support and operating services until the end of the contractual term. This involves:

- Monitoring and updating the server applications and services
- Monitoring and updating the underlying (web) application, frameworks and other dependencies
- Bug-fixing
- Communicating with the hosting provider in the event of critical incidents

Outcomes to be delivered by the contractor:

- Report on support enquiries that have been addressed
- Report on operational and maintenance activities

3.8 Work package 8: Project management

The contractor appoints an experienced project manager as a permanent contact for the entire term of service provision. The project manager will be responsible for project management on behalf of the contractor.

Project management involves:
Compiling an overall picture of GIZ's technical requirements, and breaking them down into a schedule and personnel plan.
Coordinating the schedule of the individual steps with GIZ and documenting it in the form of a shared project plan.
The contractor also produces a project/iteration plan that specifies the iteration in which specific requirements are to be implemented.
During development, regular progress reports must be submitted by the contractor to GIZ.

Outcomes to be delivered by the contractor:

Project and iteration plan
Regular progress reports

3.9 Work package 9: Monitoring and reporting

The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas

- Degree to which activities are implemented

- Degree to which the objectives, indicators and milestones listed in Section 0 of these ToR have been achieved
- Results that have occurred in the contractor's sphere of responsibility
- Results that have occurred outside the contractor's direct sphere of responsibility:
- Risks
- Other areas:

- The contractor shall report regularly to GIZ in line with the valid version of the Annex Special Terms and Conditions of Contract for IT services (GIZ).

4. Term, schedule and milestones

The expected term of the contract is 10 months. 1 October 2026-31 July 2027 (exclusive of post implementation and maintenance support.

The following dates/deadlines apply for achieving the milestones:

Milestones/partial works	**Delivery date**	**Responsible**
Assessment report and work plan	6 Oct 2026	Consultant(s)
Data Cleaning and Data Quality	30 Sept 2026	Consultant(s)/NamRA
Platform/Architecture design enhancement	30 Nov 2026	Consultant(s)
ETL/ELT pipeline design (ITAS and ASYCUDA Databases)	27 Feb 2027	Consultant(s)
Review Data Governance Framework & Policies	19 March 2027	Consultant(s)
Dashboard for key KPIs (Management Dashboard, Customs & Domestic Taxes Dashboards, performance and transactional)	30 Apr 2027	Consultant(s)
Staff training and capacity-building sessions	29 May 2027	Consultant(s)
Final Handover & Project Report	31 July 2027	Consultant(s)
Post-Implementation Maintenance & Support	31 Oct 2027	Consultant(s)

5. Granting rights of use

The contractor grants the rights of use for the IT solution, as per Section 3.1 of the General Terms and Conditions for EVB-IT Service Contracts (EVB-IT-Service-AGB) to both GIZ and to *NAMRA*.

6. Data protection

Particular consideration must be given to aspects of data protection when commissioning IT development work.

Comply with NamRA data governance policy and internal controls.

7. Information security

The contractor shall deliver the services described in these ToR in accordance with the information security requirements set out in the Information Security Annex (Annex #).

8. Language

In deviation from Sections 1.2., 6.1 and 8.1. of the General Terms and Conditions for EVB-IT Service Contracts, the contractor shall provide the services in English. Technical and methodological concept

In the conceptual design of the tender (technical and methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them as explained below.

9. Technical and methodological concept

In the conceptual design of the tender (technical and methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them as explained below.

9.1 Requirements for the technical and methodological concept (Section 1 of the assessment grid)

N/A

In the tender, the tenderer is required to show *how* the services specified in Section 3 are to be provided, where relevant taking account of other specific methodological requirements (Section 2) (technical and methodological concept).

9.1.1 Assessment of the requirements

The tenderer must assess the objective and the requirements of the IT solution (see Sections 1 and 2) in relation to feasibility and to what particular (non-)technical difficulties must be taken into account in the IT solution to be developed by the tenderer in order to achieve the objective (Section 1.1 of the assessment grid).

9.1.2 Project management and development methodology

The tenderer should consider the design of the project management process and describe their methodology for development/implementation, taking into account the described work packages (Section 3) and compliance with the milestones (Section 4) (Section 1.2 of the assessment grid).

9.1.3 Operational plan/personnel assignment plan

The tenderer must create and explain an operational plan that also includes a personnel assignment plan for all of the specialist staff that they offer. The operational plan must depict the assignment periods (time period and expert days) and, in particular, describe the necessary work steps and take account of and, where necessary, supplement the milestones as per Section 4 (Section 1.3 of the assessment grid).

9.1.4 Test and documentation concept

The tenderer must describe the process for testing and documenting the IT solution and the IT security and documentation standards used (Section 1.4 of the assessment grid).

9.2 Additional requirements (Section 2 of the assessment grid)

10. Human resources

The tenderer is required to propose personnel on the basis of relevant CVs for the positions (as experts) specified and described here in terms of the areas of responsibility and qualifications. **The requirements regarding the format and content of the CVs are set out in Section 12.**

The qualifications set out below reflect the requirements for achieving the maximum number of points in the technical assessment.

'One year of professional experience' is understood to mean 12 cumulative expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

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10.1 Expert 1 also Team Leader (Section 3.1 of the assessment grid)

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

Responsibilities of Expert 1 also Team Leader

- Lead the overall implementation of the assignment and serve as the primary point of contact between GIZ, NamRA and other stakeholders.
- Conduct the assessment of the existing Oracle Analytics data platform and identify gaps, risks and improvement opportunities.
- Lead the design and enhancement of the enterprise data warehouse architecture, ensuring scalability, security and alignment with NamRA's Data Strategy and Data Governance Framework.
- Oversee the development of ETL/ELT processes, analytics models and Oracle Analytics dashboards.
- Ensure implementation of data governance, data quality, metadata management and access control requirements.
- Supervise the technical team and ensure timely delivery of all project milestones.
- Review and assure the quality of all technical deliverables, documentation and reports.

- Lead stakeholder consultations, technical workshops and capacity-building activities.
- Provide strategic advice on data architecture, analytics and sustainable operation of the enterprise data platform.
- Prepare inception, progress and final project reports and oversee post-implementation support.

Qualifications of Expert 1: ***(Team leader)***

Education/training (Section 3.1.1 of the assessment grid)	Mastre's degree (or a German 'Diplom') in Computer Science, Information Systems, Data Science, Software Engineering, Information Technology, Business Informatics or a related field.
Language (Section 3.1.2 of the assessment grid)	Knowledge of English, C1 in the Common European Framework of Reference for Languages
General professional experience (Section 3.1.3 of the assessment grid)	10 years of professional experience in enterprise data platforms, data warehousing, analytics solutions, information systems or digital transformation projects. (e.g.
Specific professional experience (Section 3.1.4 of the assessment grid)	7 years of professional experience in the design and implementation of enterprise data warehouses, Oracle Analytics solutions, ETL/ELT architectures, data integration and business intelligence platforms, acquired within the last 10 years.
Leadership/management experience (Section 3.1.5 of the assessment grid)	5 years of management experience leading multidisciplinary ICT or data engineering teams with responsibility for project planning, coordination, quality assurance and stakeholder management.
Experience in the field of development cooperation (Section 3.1.6 of the assessment grid)	3 years of experience implementing ICT, digital transformation or data management projects within development cooperation programmes.
Other (Section 3.1.7 of the assessment grid)	5 years • Experience with Oracle Analytics Server and Oracle Data Integrator. • Experience developing enterprise data governance frameworks and data quality processes. • Experience delivering technical training and capacity development. • Professional certification in project management (e.g. PMP, PRINCE2 or

	Agile Scrum) or Oracle Analytics technologies.

10.2 Expert 2: (Section 3.2 of the assessment grid)

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

Responsibilities of Expert 2

- Design, develop and optimise ETL/ELT pipelines for integrating multiple data sources into the enterprise data warehouse.
- Configure and enhance Oracle Data Integrator, Oracle Analytics Server and related platform components.
- Develop data models, semantic layers and curated datasets to support reporting and analytics.
- Implement data quality controls, monitoring, logging, alerts and performance optimisation.
- Develop dashboards, reports and analytical solutions using Oracle Analytics.
- Produce technical documentation, user manuals and system documentation.
- Support system testing, deployment and post-implementation maintenance.
- Deliver technical training and hands-on knowledge transfer to NamRA staff.

Qualifications of Expert 2

Education/training (Section 3.2.1 of the assessment grid)	Bachelor's degree (or German 'Diplom') in Computer Science, Information Systems, Business Informatics or a related field
Language (Section 3.2.2 of the assessment grid)	Knowledge of English, C1 in the Common European Framework of Reference for Languages
General professional experience (Section 3.2.3 of the assessment grid)	6 years of professional experience in the area of data engineering, enterprise data platforms, analytics or data warehousing, acquired within the last 10 years.
Specific professional experience (Section 3.2.4 of the assessment grid)	4 years of professional experience building and maintaining ETL/ELT pipelines and enterprise data platforms, including multi-source integration (databases, APIs, streaming), batch and real-time data loading, monitoring, logging and alerting.
Leadership/management experience (Section 3.2.5 of the assessment grid)	At least 2 leading technical implementation activities or supervising technical teams within ICT or data engineering projects.
Experience in the field of development cooperation (Section 3.2.6 of the assessment grid):	1-2 years of implementing ICT, data management or digital transformation projects within development cooperation programmes.
Other (Section 3.2.7 of the assessment grid)	• Experience with Oracle Data Integrator (ODI), Oracle Analytics Server (OAS) and Oracle Database. • Experience in SQL, PL/SQL, data modelling and performance tuning.

	• Experience implementing data quality, metadata management and data governance practices. • Experience with Git or other version control systems. • Oracle, Microsoft or equivalent data engineering certifications would be an advantage

- ommunication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills will not be evaluated.

11. Costing requirements

11.1 Assignment of experts

In your tender, please do not deviate from the specification of quantities required in these ToR (number of experts and expert days, budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

The number of expert days corresponds to full working days.

Experts	**Expert days**
Expert 1 Also team leader:	36
Expert 2:	24

11.2 Travel expenses

11.2.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO_2-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO_2 emissions resulting from air travel must be offset. GIZ specifies a budget for this which enables carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The *Development and Climate Alliance* has published a *list of standards*. GIZ recommends using these standards.

11.2.2 Travel expense requirements

Travel expenses must be costed as follows by the contractor:

Travel expense item	**Number/quantity/budget**
Total number of international flights	4
Total number of regional/domestic flights	
Carbon offsets for flights *Link to working aid and table for setting the budget*	An unalterable budget for carbon offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, local public transport)	Local car hire
Per diem allowances	28 days
Accommodation allowances	28 days
Other travel expenses (visa, project-related travel expenses outside the place of business, etc.)	

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 reimbursement (download at https://www.bundesfinanzministerium.de).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transport costs
- Other travel expenses
-

Notes on settling accommodation allowances outside Germany.

Budget for materials and equipment:

The fixed, unalterable budget above is given for the procurement of the materials and equipment described in the table below (payment against evidence).

11.3 Hosting

– not applicable –

11.4 Other costs

– not applicable –

11.5 Flexible remuneration

Euro 5300.00.

12. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. It must be legible (font size 11 or larger) and clearly formulated. The technical bid must be submitted in English.

The technical and methodological concept of the tender (Section 9 of the ToR) is not to exceed 5 pages (not including the cover page, list of abbreviations, table of contents and brief introduction). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also not be considered.

The CVs of the staff proposed in accordance with Section10 of the ToR must be in any format and not more than 2 pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references. The CVs can also be submitted in English

We strongly request that you do not exceed the number of pages specified.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in Section 10 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in Section 10 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months) (if relevant)