

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

Consultancy for an Integrated Marketing and Activation Agency to Support the Launch of a Digital Spare Parts Marketplace Platform	Project number/ cost centre: G-018082-001 G-18154-004
--	--

List of abbreviations	2
1. General information	3
1.1 Background	4
1.2.1. Overall Objective	5
1.2.2. Specific Objectives.....	5
1.3 Purpose of the Consultancy	6
2. Tasks to be Performed by the Contractor	6
Work Package 1: Marketing Campaign Strategy	Error! Bookmark not defined.
Work Package 2: Traditional Media Campaign	Error! Bookmark not defined.
Work Package 3: Digital Marketing	Error! Bookmark not defined.
Work Package 4: Field Marketing and Customer Acquisition	Error! Bookmark not defined.
Work Package 5: Promotional Materials.....	Error! Bookmark not defined.
Work Package 6: Capacity Building Events	Error! Bookmark not defined.
Work Package 7: Platform Onboarding Centres	Error! Bookmark not defined.
Work Package 8: Campaign Monitoring and Reporting	Error! Bookmark not defined.
3. Concept.....	10
Technical-methodological concept	10
Project management of the contractor (1.6)	10
4. Personnel concept	11
Team leader	11
Assignment of personnel and travel expenses	13
Sustainability aspects for travel	13
5. Payment Structure	15
6. Requirements on the format of the tender	15

List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of Reference

1. General information

About The Digital Transformation Center (DTC)

The Digital Transformation Center in Ghana is part of a pan-African network of flagship projects that the Federal Ministry for Economic Cooperation and Development (BMZ) is building to support the transformation process on the African continent. The goal of the Digital Transformation Center Ghana is to improve the preconditions for using digital transformation for more employment and entrepreneurship, specifically in rural areas. This means equipping young people with the digital skills they need to thrive in the 21st century and making sure everyone is on board. This also means supporting digital innovation in rural areas. What is lacking are not ideas and innovations, but the various means to realize these and scale them up: trainings, mentoring-support and networks.

The Digital Transformation Center in Ghana can be regarded as an umbrella that encompasses four distinct projects:

1. Digital Transformation for Inclusive Entrepreneurship in Ghana (DTEG) supports inclusive development in Ghana by promoting digital entrepreneurship among informal MSMEs through tailored gender transformative capacity development.
2. The Pan-African e-Commerce Initiative (PeCI) which aims at improving the preconditions for companies in selected African countries to participate in cross-border e-Commerce
3. FAIR Forward - Artificial Intelligence for all, which aims to promote a framework for the application of artificial intelligence.
4. The Tech Entrepreneurship Initiative Make-IT/Catalyst in Africa

About PSInno

The Private Sector and Innovation Promotion in Ghana (PSInno) project is part of the German Federal Ministry for Economic Cooperation and Development (BMZ) core theme, "Training and Sustainable Growth for Good Jobs in Ghana". The project is being implemented by GIZ in collaboration with Ministry of Trade, Agribusiness and Industry. The objective of the project is to strengthen the competitive and employment-promotion economic development in selected sectors in Ghana, particularly in the north of the country.

PSInno supports growth-oriented SMEs in Ghana with a focus on agribusiness, digital economy and innovation. Building on earlier private sector and entrepreneurship initiatives. In the agricultural and food sector, the programme targets producers, SMEs, and innovative enterprises in northern Ghana, whilst in the digital economy it targets all companies including startups and freelancers. PSInno works as a facilitator alongside business development service providers and financial institutions to improve market access, strengthen skills, and promote innovative business models. At the macro level, PSInno works with national and regional stakeholders to develop or reform policy instruments, contributing to an improved business environment for SMEs, while working with intermediaries to introduce new or adapted institutionalised support services to strengthen the competitiveness of companies in selected sectors.

The programme pursues an integrated approach to agricultural value chain development and digital economy promotion, providing technical advisory support to public and private partners, strengthening intermediary organisations, and building the capacities of companies, startups, and smallholder farmers to enable sustainable business growth.

About Pan-African e-Commerce Initiative

The Pan-Africa e-Commerce Initiative (PeCI) promotes the creation of an enabling environment for companies, especially SMEs to engage in national and cross-border digital trade activities. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH implements this project on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in Ghana, Nigeria, Kenya and Rwanda.

The project works towards creating the preconditions for e-commerce to thrive in Africa, under the following:

- Provision of tailor-made capacity development sessions for small and medium-sized enterprises to utilize e-commerce solutions
- Supporting cross-sectoral networks to bring together private and public sector stakeholders to promote knowledge sharing and support to e-commerce networks at the national, regional, and pan-African levels.
- Improving framework conditions through the implementation of national and regional e-commerce strategies, as well as the support of the Smart Africa Alliance in implementing of a blueprint on e-payments for the facilitation of trade.
- Increasing trust in digital trade through the establishment of Trust Seals in line with relevant regulations, including e-transactions, consumer protection, and data privacy and security.

1.1 Background

The rapid growth of digital technologies is transforming the way businesses engage customers, conduct transactions, and expand into new markets. In the automotive aftermarket industry, however, the buying and selling of spare parts continues to face several longstanding challenges, including fragmented markets, information asymmetry, counterfeit products, limited visibility of suppliers, and inefficient customer search processes.

To address these challenges, the Project Partner, Compower with its local partner, HOPin Academy are launching a **Digital Spare Parts Marketplace Platform** that connects vehicle owners, mechanics, transport operators, fleet managers, spare parts dealers, distributors, wholesalers, and manufacturers through a single digital marketplace. The platform will enable buyers and sellers to discover products, compare prices, communicate with vendors, place orders, and facilitate efficient transactions through a secure online environment. The platform is expected to improve competitiveness of participating businesses and to increase employment in the sector by at least 45 people as a consequence of enlarging the digital spare part market.

While the platform has been technically developed, its successful adoption will depend largely on extensive market awareness, customer education, merchant onboarding, and sustained promotional activities capable of driving widespread usage across the country.

Recognizing that digital platforms derive value from strong network effects, where increasing numbers of buyers attract more sellers and vice versa, the project seeks to engage a qualified Marketing and Activation Agency to facilitate an integrated nationwide awareness and customer acquisition campaign.

The Agency will facilitate a combination of traditional media, digital marketing, field activations, community engagement, and merchant onboarding initiatives (aligned to target group segment) to ensure visibility, increase platform adoption, and establish the platform as Ghana's preferred online marketplace for automotive spare parts. The platform has independently been developed by Compower together with its local partner, HOPin Academy. GIZ's role is to strengthen the partner's ongoing work at a critical adoption stage. The Agency shall therefore treat Compower and HOPin Academy as leads throughout this assignment. Compower's/ HOPin brand guidelines, commercial priorities, and platform roadmap take precedence.

1.2 Context

Ghana's automotive industry continues to expand due to increasing vehicle ownership, urbanization, growth in commercial transportation, and rising demand for replacement parts. Despite this growth, much of the spare parts trade remains informal and heavily dependent on physical marketplaces.

The introduction of a digital marketplace presents an opportunity to:

- Improve access to genuine spare parts
- Increase market visibility for dealers
- Reduce search costs for consumers
- Promote transparent pricing
- Expand business opportunities for SMEs
- Digitize the automotive aftermarket ecosystem

However, many prospective users have limited awareness of digital commerce platforms or may require practical support to register and transact online. Consequently, a comprehensive market activation strategy combining awareness creation with direct customer engagement is essential during the platform launch

1.2.1. Overall Objective

To facilitate the implementation of an integrated nationwide marketing, advertising, and customer acquisition campaign that successfully launches the Digital Spare Parts Marketplace Platform and drives widespread adoption among buyers and sellers.

1.2.2. Specific Objectives

The specific objectives of the two phases are as follows:

Pilot Phase

- Support pilot planning and coordination
- Support the selection and training of field agents
- Support vendors with onboarding and shop setup
- Support buyers with product search and purchasing
- Collect and analyse feedback
- Prepare reports for GIZ

Launch Phase

- Plan and implement the kick-off event
- Coordinate the production and distribution of printed materials
- Coordinate online marketing activities
- Collect and analyse feedback
- Prepare reports for GIZ

Below sums up the overall objectives of this assignment: **Pilot Phase – Overall Objectives**

- Test the platform under real market conditions
- Prepare and support participating vendors and buyers
- Validate operational processes and user workflows
- Identify challenges and areas for improvement
- Collect structured feedback before the official launch

Launch Phase – Overall Objectives

- Introduce the platform to the wider market
- Build awareness and attract vendors and buyers
- Promote platform adoption through coordinated marketing activities
- Ensure a successful and visible market launch
- Collect feedback to support continuous improvement

1.3 Purpose of the Consultancy

The Agency shall provide end-to-end marketing support covering planning, implementation, coordination, logistics, media engagement, advertising, and campaign reporting.

2. Tasks to be Performed by the Contractor

The tasks to be performed, as listed below are grouped into nine (9) work packages, reflecting the sequence of activities from development through to monitoring and reporting.:

The roles are organised into the following work packages:

Work Package 1: Pilot design, execution and learning

The Agency shall design and run a time-boxed pilot in the agreed anchor market before any national spend, sequenced supply-first so that buyers arrive to a stocked marketplace:

- Develop a pilot plan and coordination schedule with the partners, including the anchor-market key participants (SMIDO), cohort sizes and the go/no-go criteria.
- Work closely with the partners to select, train and manage a small field-agent team for the pilot; equip them with demo devices (POS), data, scripts and materials differentiated for sellers and for buyers.
- Seller track: Work with HOPin and partners to recruit, verify (KYC) and onboard the seller cohort; support catalogue/listing setup and trust-signal activation.
- Buyer track: Work with HOPin and partners to register and activate the buyer cohort; support product search, first inquiry and first order.
- Operate a tight feedback loop with the platform team (Compower/HOPin) to identify and resolve onboarding and checkout friction during the pilot.

- Collect and analyse structured feedback, disaggregated by target group and by sex, and prepare a Pilot Learning Report with a clear go/no-go recommendation and required fixes before launch.

Work Package 2: Marketing & activation strategy

Building on pilot learning, the Agency shall:

- Develop a campaign implementation plan and a campaign calendar spanning both phases.
- Define audience segments separately for sellers and buyers, with a distinct value proposition and message for each.
- Recommend the media and channel mix for each target group and each phase.
- Develop the two-sided KPI framework (see Work Package 9) and set targets by side and by phase.

Work Package 3: Traditional media campaign

Media buying

Procure and manage a media-buying package, negotiating competitive rates and optimizing scheduling for reach among both target groups:

- Radio spots and jingles (jingles produced in at least three languages, including a northern-Ghana language).
- Radio in-studio appearances / interviews (see the input table for the confirmed count and stations).

Billboard advertising

Procure, print, install, maintain and remove billboards in Accra, Tema, Kumasi, Sunyani and Tamale (and any additional approved location), phased so that pilot-market presence precedes national roll-out.

Work Package 4: Digital marketing

The Agency shall execute digital campaigns across, at minimum: WhatsApp (incl. Business/Status, given its central role in Ghanaian parts trade), Facebook, Instagram, TikTok, and YouTube. Activities shall include:

- Influencer collaborations; a mix of automotive/mechanic-trade voices (seller and buyer credibility) and general consumer creators.
- Organic content, audience targeting and content scheduling, differentiated for sellers and buyers.
- Continuous campaign optimization against the two-sided funnel.

The Agency shall manage the digital campaign for a minimum period of twelve (12) months.

Work Package 5: Field marketing & customer acquisition

Field agents are the front line of enrolment. The Agency shall provide branded materials, transport and daily logistics, agent allowances and remuneration, and monitor performance against agreed targets. Agent activity runs on two tracks:

- Seller track: merchant identification, KYC/onboarding, listing/catalogue setup support, and trust-signal activation.
- Buyer track: customer registration, platform demonstrations, first-search/first-order support, awareness and community outreach, and distribution of promotional materials.

Work Package 6: Promotional materials

Print and supply campaign materials; flyers, posters, pull-up banners, T-shirts, caps, stickers and branded canopies (where necessary) and in quantities as per the Agency's determination; with separate seller-facing and buyer-facing versions of key printed items. Final quantities as approved.

Work Package 7: Capacity-building events

Provide logistical support for training sessions for

- field agents,
- spare-parts dealers (sellers) and
- mechanics (buyers)

In so doing, it shall:

- Hire suitable venues.
- Arrange refreshments.
- Provide audio-visual equipment.
- Print participant materials.
- Manage event logistics.
- Coordinate participant registration

Work Package 8: Platform onboarding centres (Points of Sale)

Facilitate temporary Points of Sale / onboarding centres for

- Customer registrations
- Merchant onboarding
- Platform demonstrations
- Account activation
- User education

This shall include:

- Renting suitable spaces
- Branding the locations
- Providing furniture

Work Package 9: Monitoring, reporting and data

The Agency shall monitor performance throughout and submit monthly reports. Reporting shall go beyond awareness metrics to the two-sided acquisition funnel, and disaggregated where applicable:

Funnel stage	Seller-side indicator	Buyer-side indicator
Reach / awareness	Sellers reached (by channel)	Buyers reached (by channel)
Registration	Sellers onboarded	Buyers registered
Verification / activation	Sellers verified (KYC) with $\geq N$ live listings	Buyers completing a first search
First transaction	Sellers with a first buyer response / sale	Buyers placing a first inquiry / order
Retention / liquidity	Active sellers, listings added, response time	Repeat buyers, GMV, first-transaction rate

Reports shall also cover traditional-media reach and exposure, digital performance, campaign effectiveness, lessons learned and recommendations and shall include a short data-quality and feedback section for the platform team.

Targets to be attained shall be discussed, refined and mutually agreed upon during the inception meeting. The agreed targets will provide a common understanding of the expected results and serve as a basis for guiding the implementation of the assignment and assessing progress towards the intended outcomes.

Ownership of all campaign and user data generated rests with Compower/ HOPin; collection and processing of personal data shall comply with the Data Protection Act, 2012 (Act 843), including informed consent, and align with PeCI's consumer-protection and Trust Seal principles.

Duration/Milestones

The duration of the assignment is from **30th October 2026** to **30th September 2027**.

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

Phase / work package	Timing
Inception & pilot design (WP1)	Weeks 1–2
Pilot execution & learning (WP1) — anchor market, seller-first	Months 1–3
Go / no-go gate — partner decision on national launch	End of Month 3
Strategy finalisation & media planning (WP2–WP3)	Weeks following the gate

National media, digital & field activation (WP3–WP5, WP8)	Months 4–12
Capacity-building activities (WP7)	Months 3–6 (indicative)
Monitoring & reporting (WP9)	Monthly
Final evaluation & close-out	Final month

3. Concept

In the tender, the tenderer 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.

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 **Error! Reference source not found.** 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). In this context, the tenderer shall describe how it will support the systematic monitoring of progress, outputs and results against the agreed targets and indicators. The approach should also outline how monitoring findings will be used to inform steering, facilitate evidence-based decision-making and, where necessary, support the adaptation of activities during implementation.

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 **Error! Reference source not found.** (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

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

Project management of the contractor (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.

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

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines); Lead the design, coordination and delivery of the entire communication and marketing campaign, ensuring all work packages are executed to schedule and to the required standard.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project; serving as the main point of contact throughout the assignment.
- Personnel management identifying the need for short-term assignments within the available budget, as well as planning and steering assignments.
- Regular reporting in accordance with deadlines
- Oversee the preparation and submission of all progress reports and a final report to GIZ, consolidating inputs from all work packages.

Qualifications of Team Leader

Education/training: An advanced degree or equivalent postgraduate qualification in communications, marketing, business administration or a related field.

Language: C1-level language proficiency in English and at least two other local languages including Twi

General professional experience: Minimum of **15 years** of progressively responsible experience in strategic marketing, communications, or public awareness campaigns.

Specific professional experience: At least **12 years** leading multidisciplinary communication or marketing teams.

- Proven experience designing and implementing integrated communication campaigns at national, regional, or international levels.

- Demonstrated experience managing campaigns involving:
 - Behaviour change communication
 - Public awareness
 - Digital marketing
 - Stakeholder engagement
 - Media relations
 - Social media
 - Event management & communications
- Experience coordinating multiple consultants, creative agencies, media houses, and external stakeholders.

Development cooperation (DC) experience: Experience working with donor-funded programmes (e.g., GIZ, World Bank, UN agencies, AfDB, EU, USAID) is highly desirable

Key Expert 1: Media Engagement and Management Expert

Tasks of Media Engagement and Management Expert

- Develop and manage the jingle production process, including scripting and coordination of voice overs in at least three languages.
- Secure and coordinate online media placements, including monthly press releases with established Ghanaian digital news outlets.
- Arrange and manage radio appearances and in studio interviews.
- Plan and oversee the social media boosting campaign (i.e. influencer promotions), monitoring engagement and recommending adjustments where needed.
- Support production and distribution of campaign flyers and posters among others.

Qualifications of Media Engagement and Management Expert

Education/training: A minimum of a bachelor's degree in communications, Marketing, Public Relations, Journalism, Digital Media, Business Administration or related field. A master's degree in marketing, Strategic Communications or Digital Marketing is an advantage.

Language: C1 -level language proficiency in English and at least two other local languages including Twi

General professional experience: A minimum of **fifteen (15) years** of professional experience in digital media strategic communications and media buy in.

Specific professional experience: A minimum of **twelve (12) years** of experience in strategic communications, marketing, stakeholder engagement, or public awareness campaigns.

- Demonstrated experience designing communication strategies for digital innovation or technology-related projects.
- Experience producing communication materials including brochures, flyers, social media content, promotional videos, and event branding.
- Proven experience planning and managing stakeholder engagement activities, workshops and public events.
- Experience implementing outreach campaigns targeting MSMEs and business communities.
- Knowledge of digital marketing tools and analytics.

- Excellent writing, editing and presentation skills.
- Experience working on donor-funded development communication projects will be an added advantage.

Development Cooperation (DC) experience: Demonstrated experience managing donor-funded projects financed by organizations such as GIZ, World Bank, AfDB, UN agencies, EU or similar development partners.

Key Expert 2: Project Management and Activation Expert

Qualifications of a Project Management and Activation Expert

Education/Training: Master's degree in project management, Business Administration, Marketing, Communications, Development Studies, Public Administration, Economics, International Development, or another relevant discipline from a recognized institution.

Language: C1 -level language proficiency in English and at least two other local languages including Twi

General professional experience: A minimum of **fifteen (15) years of progressively responsible professional experience** in managing and implementing complex, multi-stakeholder projects or programmes.

Specific Experience: A minimum of **twelve (12) years** of demonstrated experience in planning, coordinating, and delivering large-scale stakeholder engagement initiatives, campaign activations, public-private dialogues, conferences, exhibitions, roadshows, or similar outreach activities.

- Proven experience in leading multidisciplinary teams and coordinating multiple workstreams to deliver projects on time, within scope, and within budget.
- Experience designing and implementing stakeholder engagement and activation strategies that achieve measurable participation, visibility, and impact.
- Excellent understanding of programme governance, donor compliance requirements, and results-based project management.

Development Cooperation (DC) experience: Demonstrated experience managing donor-funded projects financed by organizations such as GIZ, World Bank, AfDB, UN agencies, EU or similar development partners.

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 (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.

If they cannot be avoided, CO₂ 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.

Specifications of Inputs

	Number of experts	Number of days per expert	Total	Comments
Designation of Team Lead	1	15	15	
Designation of Expert 1 (Media Engagement & Management)	1	20	20	
Designation of Expert 2 (Project Management and Activation)	1	20	20	
	Quantity	Number per experts / Persons	Total	Comments
Promotional Materials				
Jingles	3		3	Production
Pull-up Banners	5		5	Production
e-Flyers & Posters	5000		5000	Print
T-shirts & Caps	100		100	Print
Stickers	5000		5000	Print

Billboards	15		15	To be in Accra, Tema, Kumasi, Sunyani, Tamale
Digital Marketing	3		3	Influencer promotions
In-studio Appearance	3		3	1 appearance on 3 stations in Accra & Kumasi
Other costs	Quantity	Price	Total	Comments
Domestic Flights	6			Calculate total cost for 6 flights (2 to Tamale and 3 to Kumasi) from Accra
Local Transport				Estimate total cost of fuel for on-ground activities over the period of assignment
Hotel Accommodation	20			Estimate total cost of hotel accommodation for 20 nights in Kumasi and Tamale
Point of Sale (PoS)	5			Estimate cost of equipment for 5 PoSs for activation purposes
Venue Hire	3			Estimate total cost of venue, lunch and refreshment for 40 persons for 3 days in Kumasi
Transportation Cost (Field Agents)				Estimate T&T for 30 field agents to attend 3 capacity building sessions in Kumasi
Monthly remuneration (field Agents)	30			Calculate monthly remuneration of up to GHC 1,000 per person for 30 field agents for 2 months

5. Payment Structure

The contractor shall be paid according to the following structure:

- 30% advance payment of the total contract sum upon signing of contract
- 70% final payment of the total contract sum upon completion of contract and submission of all required documents

6. Requirements on the format of the tender

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

The complete tender must not exceed 15 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.