

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

CONFIDENTIAL

Explore Local Ownership Models for Community Financial Benefit and Benchmark international Models of Financial Participation for Policy Alignment	Project number/ cost centre: G-012578
	Tender number 10053021

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0. 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. Context

Renewable energy growth in South Africa has been facilitated by the Renewable Energy Independent Power Producer Procurement Programme (REI4P). From the outset, REI4P included provisions for community involvement, local ownership and socio-economic development to ensure that communities within a 50 km radius of renewable energy projects receive benefits not just through short-term spend but also through long-term, sustainable financial participation and shared ownership in these projects.

In reality, however, community participation systems have encountered serious difficulties. Projects have broadly adhered to formal ownership and socio-economic development requirements. However, community participation has remained weak with restricted access on decision-making, lengthy timelines for financial benefits to accrue and governance that is ill-defined. Community trusts have been widely used as the main means for communities to financially benefit and participate in REI4P projects, with some notable learning having been gathered about what has been successful and what has worked less well. Nonetheless, in many cases community trusts face limitations in capacity, low levels of transparency and accountability, and a disconnect from the community's priorities.

Expectations regarding community involvement are, at the same time, increasing. Communities are calling for more meaningful, timely and genuine involvement in South Africa's Just Energy Transition, particularly in regions that have renewable energy infrastructure or are moving away from economies dependent on fossil fuels. This has increased demands for meaningful participation, fairness, and long-term economic inclusion, and has exposed the limitations of approaches that treat community co-ownership or participation primarily as a compliance obligation rather than as an integral component of good project design and market structure which confer long-term licence to operate.

Broader structural and regulatory factors exacerbate these difficulties. Communities' financial participation in renewable energy projects has often been limited by institutional mandates, risk allocation, financing agreements, and procurement regulations. Consequently, these limitations have prevented the development of innovative ownership and participation models beyond community trusts and, in certain instances, have led to community discontent, contestation, or disengagement from co-ownership initiatives.

Thus, it is evident that the definition, structure, and implementation of local ownership and community financial participation in South Africa's renewable energy sector needs to be reviewed and re-examined. This entails evaluating which models of financial participation have produced observable, long-term advantages; which institutional and governance arrangements facilitate or hinder effective participation; and how current legal and policy frameworks either enable or disable community financial inclusion.

International experience indicates that diverse ownership and financial participation models exist – especially in the Global South – and can enhance community engagement and promote equitable benefit-sharing when effectively designed and aligned with local institutional and financial contexts. However, these models cannot be implemented in their entirety; instead, they must be carefully evaluated for feasibility, scalability, and alignment with South Africa's regulatory and market environment.

This assignment addresses these challenges by reviewing existing evidence, analysing practical local and international experiences, and engaging stakeholders through organised consultation. The objective is therefore to develop pragmatic, policy-aligned recommendations that strengthen communities' financial participation in renewable

energy projects in the context of REI4P, enhance trust and transparency in such co-ownership mechanisms, and support a more inclusive and socially sustainable renewable energy transition in South Africa.

2. Tasks to be performed by the contractor

The Contractor will provide the services described below. All tasks shall be implemented in close coordination with GIZ and in accordance with the applicable contractual framework, including the General Terms and Conditions (AVB) of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The contractor is responsible for providing the following services:

2.1 Inception Phase, Work Planning and Project Management

The Contractor will be responsible for the overall coordination, quality assurance, and timely delivery of the assignment. This includes the following tasks:

- i. In coordination with GIZ and the project steering committee, develop and agree on a detailed work plan and implementation schedule, including methodology, analytical approach, data collection methods, sources, and timeline.
- ii. Prepare for and participate in an inception meeting with GIZ and the project steering committee to present the work plan, timelines, identified risks and mitigation measures, roles and responsibilities, and to clarify expectations.
- iii. Prepare and submit action points incorporating feedback from the inception meeting, including any agreed upon adjustments to scope, methodology, timelines, risks and measures for their mitigation.
- iv. Participate in at least ten coordination and review meetings during the assignment, including but not limited to:
 - a. Inception meeting
 - b. Five Progress Report Meetings
 - c. Presentation of the results and draft for stakeholder consultations
 - d. Presentation of the international benchmarking report
 - e. Validation of the semi-final draft report
 - f. Launch of the Report
- v. Prepare and share concise written records of decisions and agreed follow-up actions after each meeting and within three working days.
- vi. Present the key results of the assignment at the official launch of the reports, subject to GIZ requirements.
- vii. Manage all financial aspects of the assignment, including expenditure control, accounting, and invoicing, in compliance with GIZ regulations and procedures, and provide regular updates on budget execution.
- viii. Report regularly to GIZ on progress, risks, and deliverables in accordance with the AVB of GIZ.

Deliverables for Task 2.1

- **Submission of the inception action points** incorporating any changes and feedback to the scope, methodology, timelines, risks and mitigation
- **Preparation and submission of records of decisions and follow-ups** from each meeting

- **Regular reporting**, including financial and progress reporting

2.2 Desktop Review and Local Benchmarking

The Contractor will conduct a comprehensive desktop review, data collection and local benchmarking exercise to analyse existing community financial participation and ownership models in South Africa's renewable energy sector and beyond, with particular emphasis on projects implemented under the REI4P.

The review will assess how community trusts and financial participation models are structured, financed, governed, implemented in practice as well as how these have allowed for meaningful and inclusive community financial benefits. Where relevant, the Contractor should draw on comparable community ownership and financial participation models from other sectors in South Africa to identify transferable lessons.

The Contractor is required to make a distinction between ownership models, financial participation mechanisms and the legal vehicles used to hold or manage community interests.

This task includes the following components:

- i. **Policy and Regulatory Review**
The contractor will review relevant policies, legislation, regulations, procurement documentation, implementation agreements (where accessible), standard contractual arrangements and guidance governing community ownership, community trusts, community shareholding arrangements, and related financial participation mechanisms. The review shall identify inconsistencies, gaps and unintended consequences, and assess how these affect financial participation. In addition, the contractor should review success factors that can be built on, replicated or strengthened.
- ii. **Assessment of Community Ownership and Trust Structures**
The contractor will analyse and compare different community ownership and financial participation structures, including community trusts and other legal or institutional vehicles used to hold or manage community interests. The Contractor shall explicitly distinguish between the different types of trusts used and their modalities, given the different governance and accountability implications of each form. These include but are not limited to special purpose trusts established solely to hold an equity stake in a project's special purpose vehicle (SPV), and trusts constituted and supervised under the Trust Property Control Act as trusts accountable to the Master of the High Court. This assessment will ensure the effectiveness of community trusts in enabling:
 - Meaningful and inclusive financial participation;
 - Transparency and accountability;
 - Sustainable, long-term community benefits and buy-in.
 These aspects will also be key features or criteria by which to guide the assessment.
- iii. **Assessment of Financing Models and Financial Benefit Flows**
The assessment will also examine the financing structure behind the community's equity stake, noting that in most models this equity is acquired via a loan (from the IPP sponsor and/or a development finance institution (DFI)) rather than in cash. As a result, the first several years of a trust's operation are typically directed to servicing or repaying this acquisition loan before any dividend reaches the community. Thus, the contractor

is expected to assess how different financing structures influence the timing, predictability and magnitude of community financial benefits, including loan repayment periods, refinancing arrangements, dividend flows and associated risks (including reputational risks for communities' perceptions of REI4P and renewable energy more broadly).

- iv. **Identification of Barriers and Enablers to Equitable Financial Participation**
Identify, categorise and assess barriers and enabling factors to equitable community financial participation. The Contractor shall distinguish between structural barriers, implementation challenges and context-specific factors, and identify factors that have contributed to successful community financial participation. The assessment should include but not be limited to:
 - Regulatory and policy factors (e.g. procurement rules, licensing requirements, ownership thresholds, policy (un)certainity or design)
 - Commercial and financial factors (e.g. risk allocation, financing conditions, transaction costs, bankability constraints, cost of capital)
 - Institutional and governance factors (e.g. capacity constraints, accountability and oversight challenges, coordination gaps)
 - Technical and implementation factors (e.g. project structuring, timing of project implementation or benefit flows, information asymmetries)
- v. **Local Benchmarking**
Benchmark community ownership and financial participation models as implemented within REI4P projects, other renewable energy initiatives, and other relevant sectors in South Africa. This benchmarking will assess the structure, governance, performance, and outcomes of such models. The benchmarking should use a consistent assessment framework to enable meaningful comparison across cases and facilitate the identification of success factors.
- vi. **Synthesis of Strengths and Challenges**
The Contractor will synthesise the findings from the policy review, assessment of existing models, financing analysis and local benchmarking. This will include the identification of common strengths, weaknesses, risks, and unintended consequences associated with existing community trusts and community financial participation models, including structural, institutional, and implementation-related challenges.

Deliverables for Task 2.2

- 1. Desktop review and local benchmarking report**
- 2. Progress Meeting and Report** – presentation of the results and draft plan for stakeholder consultations

2.3 Stakeholder Consultations

The Contractor will design and implement structured stakeholder consultations to complement, validate and deepen the findings of the desktop review and local benchmarking. The consultant should use a mixed method approach to conduct consultations, including using interviews, surveys, digital platforms and other appropriate formats to gather the perspectives of the stakeholders. The Contractor should select methods that are appropriate to each stakeholder group and clearly explain the rationale for the proposed approach.

Stakeholders to be consulted and the attendant format shall include, at a minimum:

- Representatives of community trusts (minimum of four), to be conducted in person; there is budget set aside for travel; See Section 5: Costing Requirements for travel budget.
- Independent Power Producers (IPPs) and project developers (minimum of four), including their social performance practitioners, to be conducted online or in person if in the same province; See Section 5: Costing Requirements for travel budget.
- Relevant government institutions involved in renewable energy programmes (minimum of four), to be conducted online or in person if in the same province; See Section 5: Costing Requirements for travel budget.
- Civil society organisations and research institutions working on renewable energy and community ownership (minimum of four), to be conducted online or in person if in the same province; See Section 5: Costing Requirements for travel budget.
- Development Finance Institutions (DFIs) (minimum of four) that (re-)finance REI4P projects and/or community equity structures (e.g. DBSA, IDC, DFC, KfW, FMO, PIC, IFC), to be conducted online or in person if in the same province; See Section 5: Costing Requirements for travel budget.

The consultations shall capture practical experience, institutional perspectives, and implementation challenges, and shall be used to deepen the analysis and address gaps identified during the desktop review.

Deliverables for Task 2.3

- 1. Stakeholder Consultation Findings Report**
- 2. Progress Meeting and Reporting** – presentation of stakeholder consultation results and preparation for international benchmarking

2.4 International Benchmarking case studies

The Contractor will undertake a targeted international benchmarking exercise to identify community ownership and financial participation models in renewable energy that are relevant and potentially transferable to the South African context.

The benchmarking shall assess:

- Ownership and financial participation structures;
- Policy and regulatory enablers;
- Sources of capital including land and financing arrangements;
- Governance, transparency, and oversight mechanisms, and the potential role South Africa's Independent Power Producer Office (or other stakeholders) can play in addressing these needs.

The benchmarking shall cover five countries and case studies, to be agreed upon during the inception phase, and may include:

- Global South examples involving community or cooperative ownership and local equity participation mechanisms (including through assets such as land).

- Selected Global North examples where community or shared-equity models have been implemented at scale and where regulatory frameworks explicitly enable community or citizen investment in a way that can conceivably be replicated in South Africa.

The selection of countries and case studies shall be justified based on relevance to South Africa's regulatory framework, market structure, and socio-economic context. While the study will largely be a desktop review, where possible the service provider should conduct online interviews and draw on other sources/resources to enhance the likelihood of successful transfer to or implementation in South Africa.

Deliverables for Task 2.4

- 1. International Benchmarking Report**
- 2. Progress Meeting and Report** – presentation of the international benchmarking report and preparation for policy and regulatory recommendations report

2.5 Development and Validation of Policy and Regulatory Recommendations

Based on the evidence generated through the desktop review, stakeholder consultations, and benchmarking exercises, the Contractor will develop practical, policy-aligned recommendations to strengthen community trusts and (other) community financial participation models in South Africa's renewable energy sector.

The recommendations shall:

- Translate analytical findings into implementable options within existing institutional and procurement frameworks;
- Identify targeted areas for policy, regulatory, or contractual adjustment;
- Identify the institutions necessary for and/or mandated to support the implementation or advancement of these recommendations.

The Contractor shall develop a prioritised set of recommendations, which may include:

- Policy and regulatory adjustments to improve the effectiveness of community trusts and (other) financial participation models;
- Guidance on structuring financial participation models that balance community benefit with project bankability;
- Options to strengthen consultation, governance, transparency, and accountability mechanisms in community financial participation models including trusts;
- Measures to strengthen compliance within community trusts. These should include but are not limited to standardised and mandatory annual reporting (financial statements, distribution schedules, beneficiary registers) lodged with both the Master of the High Court and the relevant government department, minimum requirements for independent or professionally accredited trustees, periodic independent audits or governance reviews as a condition of the Implementation Agreement and an accessible grievance mechanism for beneficiary communities.
- Short, medium, and long-term reform pathways across the policy areas relevant for the successful implementation of such (new) ownership models.

Validation of Recommendations

The Contractor is expected to conduct a validation workshop with the steering committee and other key stakeholders. The validation workshop will serve as an opportunity for the Contractor to present the draft findings and policy and regulatory recommendations. The workshop shall assess the feasibility of the policy and regulatory recommendations being made, identify potential risks (for example legal and financial implications as well as unintended consequences) and appropriate mitigation measures, and inform sequencing and implementation considerations.

Deliverables for Task 2.5

- 1. Draft Policy and Regulatory Recommendations Report**
- 2. Progress Meeting and Report** – presentation of the draft recommendations and preparation for validation workshop
- 3. Validation workshop**
- 4. Validation workshop report**

2.6 Finalisation and Dissemination of Recommendations

The Contractor shall revise and finalise the Policy and Regulatory Recommendations Report, incorporating relevant feedback and agreed changes arising from the validation workshop.

The Policy and Regulatory Recommendations Report shall provide a consolidated and evidence-based set of recommendations aimed at strengthening community trusts and other community financial participation models in South Africa's renewable energy sector.

The final Policy and Regulatory Recommendations Report shall include at a minimum:

- Key findings from the desktop review, local benchmarking, and international benchmarking;
- Identified barriers and enabling factors;
- Proposed amendments to existing frameworks, including REI4P requirements and, where available, implementation agreements;
- An actionable, prioritised and implementable recommendations roadmap which outlines immediate, short-, mid- and long-term actions, responsible institutions and an indicative sequencing for implementation;
- Key risks and proposed mitigation measures; and
- A clear distinction between recommendations that can be implemented within existing frameworks and those requiring formal policy, regulatory or legislative change.

Launch of the report

The Contractor will, in partnership with GIZ, host a half-day workshop to launch the final recommendations report. The Contractor will develop a draft agenda and identify the key stakeholders to participate in the launch, including rounds of review of additional inputs provided by GIZ and the steering committee. The Contractor's team leader is responsible for attending the workshop.

Deliverables for Task 2.6

- 1. Final Policy and Regulatory Recommendations Report including annexes) in MS Word**

- a. Consolidated Desktop Review, Local Benchmarking and Stakeholder Consultation Report,
 - b. International Benchmarking Report,
 - c. The original data (including interview transcripts, attendance registers etc.) must be provided in Microsoft programmes.
- 2. Progress meeting – submission of the final documents**
- 3. Participation in the launch of the report**

Please note: Professional layout, editing, and design of the final outputs shall be undertaken by GIZ. In addition, GIZ will be responsible for venue hire, invitation and participant management and catering for the validation workshop and report launch.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Inception meeting held and refined methodology submitted (including consultation plan and final workplan)	24 November 2026
Desk review and local benchmarking completed (including GIZ-recommended materials and broader sector research)	15 December 2027
Submission of comments by the Client.	29 January 2027
Progress Meeting	4 February 2027
Stakeholder consultations	26 February 2027
Submission of comments by the Client.	12 March 2027
Progress Meeting	18 March 2027
International Benchmarking	7 May 2027
Submission of comments by the Client.	21 May 2027
Progress Meeting	27 May 2027
Draft Policy and Regulatory recommendations	25 June 2027
Submission of comments by the Client.	9 July 2027
Progress Meeting	15 July 2027
Validation workshop	5 August 2027
Final Policy and Regulatory recommendations (including annexes)	20 August 2027
Progress meeting - Submission of the final documents	26 August 2027
Launch of the Report	22 September 2027

Period of assignment: from 24 November 2026 until 22 September 2027.

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 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 3.1 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

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Support the compilation of the final report, and overall responsibility for the delivery of all outputs associated with the contract.
- Attend the launch of final recommendations workshop

Qualifications of the team leader

- Education/training (2.1.1): university degree (Master) in energy policy/regulation, economics/economic development, law, sociology, (community) development studies or other relevant field
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): years of professional experience in the REI4P and community trusts
- Specific professional experience (2.1.4): At least 7 years in renewable energy and/or community financial participation models
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of management/leadership experience as project leader or manager in South Africa

Key expert 1

Tasks of key expert 1

- Contribute to the desk review
- Provide thematic and technical expertise
- Conduct the analysis of policy, legislation, procurement documentation, and implementation agreements on community trusts and community financial participation models
- Conduct / support stakeholder consultations
- Analyse consultation findings
- Draft assigned sections of the report
- Support validation processes and launch of the recommendations report

- At the discretion of the team leader, participate in regular meetings with GIZ and partners.
- Support the compilation of the final report and supporting documentation.

Qualifications of key expert 1

- Education/training (2.2.1): Bachelors degree in energy regulation/policy, sociology, international development, research methods or other relevant sector
- Language (2.2.2): C2-level language proficiency in English
- General professional experience (2.2.3): At least 5 years of professional experience in the development sector, stakeholder engagement, local development or similar
- Specific professional experience (2.2.4): Experience in conducting research and of professional experience in the renewable energy sector and community participation
- Regional experience (2.2.6): 3 years of experience in South Africa

Key Expert 2

Tasks of key expert 2

- Contribute to the desk review
- Provide thematic and technical expertise
- Conduct assessment of financial flows, benefit distribution mechanisms, and sustainability of community trusts
- Conduct / support stakeholder consultations
- Analyse consultation findings
- Draft assigned sections of the report
- Support validation processes and launch of the recommendations report
- At the discretion of the team leader, participate in regular meetings with GIZ and partners.

Qualifications of key expert 2

- Education/training (2.2.1): Bachelors degree in economics/economic development, development studies, finance, research methods or other relevant sector
- Language (2.2.2): C2-level language proficiency in English
- General professional experience (2.2.3): At least 3 years of in the development sector, stakeholder engagement, renewable energy community trusts, local economic development
- Specific professional experience (2.2.4): Experience in innovative financial participation models, community financial participation models, community trust or similar
- Regional experience (2.2.6): 3 years of experience in South Africa

Soft skills of team members

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

- Team skills
- Initiative and solutions-orientation
- 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 2026 \(GERMAN ONLY\)](#)).

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
Designation of TL/key expert/short-term expert pool	1	21,50	21,50	
Designation of key expert 1	1	35	35	
Designation of key expert 2	1	35	35	
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget	1		R60976.00	A fixed travel budget of R60,976.00 has been allocated for travel-related expenses,

				including flights, CO ₂ emissions, per diem, accommodation, and car hire. This budget should be incorporated into the price schedule and managed in accordance with GIZ requirements.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	86173	86173	A budget of ZAR 86173 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.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Logistics for workshops: GIZ shall provide venue and catering services for the stakeholder engagement workshop and the launch of the report, including participant invitation and management.

7. 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 **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 **3 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.