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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Project: Sustainable Development Goals Initiative: Supporting the organisation re-structuring on job Analysis , job grading, job evaluation, Namibia Revenue Authority (NAMRA)

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Tender number

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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

I General Information

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 parties.

1. Context

1.1 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).
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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, it is mandated to assess and collect taxes and duties on behalf of the State and to administer the country's tax, customs and excise laws. NAMRAs objective under the Namibia SDGI projects is aligned to output 2 (Leveraging new financing opportunities for development from private and public sectors).

1.2 Objective of the commission/subject of the procurement

GIZ requires the services of a contractor to conduct a comprehensive job analysis and job evaluation exercise for all approved positions within the Namibia Revenue Agency (NamRA) organizational structure.

The job evaluation workstream will ensure that job grades are determined objectively, consistently and defensibly, and that the grading structure appropriately reflects the relative weight, complexity, accountability, authority and requirements of positions across NamRA.

1.3 Objectives of the Jobs Analysis and Job Evaluation Project

i. Conduct a comprehensive job analysis of all approved positions in NamRA's structure.
ii. Design a comprehensive workflow process outlining job families.
iii. Review, validate and update job descriptions, including responsibilities, outputs, reporting relationships, qualifications, competencies and accountability.
iv. Apply a recognized, objective job evaluation methodology as approved by NamRA.
v. Produce an updated, internally consistent grading structure that the Human Capital and Strategy Business Unit can maintain and apply to new or changed positions in future.
vi. Recommend salary scales, salary bands and implementation arrangements that support equitable and sustainable remuneration in alignment with gazette SOEs structures.
vii. Build NamRA's capacity to maintain job descriptions, evaluate new or materially changed positions and manage future grading reviews.
viii. Provide training to the relevant NamRA employees on job analysis and evaluation to build internal capacity and strengthen their skills.

2. Tasks to be performed by the contractor

The objective of the consultancy is to undertake the institution wide job evaluation and analysis, to ensure all positions are objectively graded. This evaluation will facilitate the alignment of job roles, enhance clarity in role expectations by means of job descriptions and support fair compensation practices.

The contractor is responsible for providing the following services:

- Provide a project plan including milestones and deliverables covering the complete scope of the project.

- Document lessons learned and key success factors identified during the project cycle
- Review and revise the job descriptions and determine the skills, competencies and qualifications required for each position, update them were reporting lines or responsibilities are outdated or incomplete.
- Train the NamRA job evaluation committee and other relevant staff members to build their capacity on job analysis and job evaluation.
- Conduct job analysis (through document review, questionnaires and/or interviews with job holders and supervisors) to gather the information required for accurate evaluation of each position.
- Develop or update the grading structure, including grade boundaries/salary bands, benchmarking and map all positions to the new or confirmed structure, highlighting any positions where the outcome differs materially from the current grade.
- Present draft findings to Executive Committee and the Human Capital and Strategy business unit and incorporate agreed feedback into the final outputs.
- Support NamRA in managing the internal communication of results and in responding to job holder queries or appeals regarding the evaluation outcome, including providing written justifications for grading decisions where required.
- Provide post-project support to NamRA for a period of six (6) months following completion of the consultancy.
- Conduct a handover/knowledge transfer session with relevant NamRA staff on the methodology, tools and grading structure produced.

2.1 General conditions at the partner end (where relevant)

- Provide current job descriptions, organograms and existing (if any) grading structure.
- Nomination of a job grading committee and a liaison officer within the Human Capital and Strategy business unit.
- Logistical support for interviews, workshops and validation sessions, including venues and scheduling with job holders and supervisors.
- Organisational mandates, business process to support the designs of the organisational structures.

2.2 Further specifications /General conditions

- The contractor reports regularly to NamRA in accordance with the contract, and submits the following:
- Inception report, including confirmed methodology, work plan, and communication protocol
- Progress updates at each milestone listed in Section 3.

- Draft job grading and evaluation report for validation
  Final job grading and evaluation report, updated job descriptions, and the grading manual/methodology guide.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Brief quarterly or half-yearly reports on the implementation status of the project
- Internal Audit assurance Report

2.3 Work package: 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 1.3 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 consulting firm reports regularly to NamRA in accordance with the contract, and submits the following:

- Inception report, including confirmed methodology, work plan, and communication protocol
- Brief progress updates at each milestone listed in Section 3 below
- Draft job grading and evaluation report for validation
- Final job grading and evaluation report, updated job descriptions, and the grading manual/methodology guide.

In addition to the reports required by GIZ in accordance with the AVB, the consulting firm submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Brief quarterly or half-yearly reports on the implementation status of the project

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 report: including confirmed methodology, detailed work plan, milestones, stakeholder engagement and communication protocol	Within 5 working days after commencement of the assignment. Report reviewed and Approved NamRA Human Capital and Strategy and GIZ.
	Within 10 working days after commencement. Submitted to NamRA Human Capital and Strategy and relevant stakeholders.
Updated job descriptions: Review and standardisation of all approved job descriptions and identification of required qualifications, skills, competencies, responsibilities and reporting relationships.	Within 20 working days, subject to availability of required information and validation by NamRA.

Evaluation analysis and results: Application of agreed evaluation factors, weightings and scoring; moderation; position-to-grade mapping; identification of material differences from current grades; and written justification of grading outcomes where required	Within 20 working days following completion of the relevant job analysis and classification activities.
Benchmarking and Remuneration Report; covering internal and external remuneration equity, relevant comparator organisations and tax administrations, benchmarking of positions and remuneration levels, and recommendations on appropriate grades, salary bands, progression principles and affordability.	Within 20 working days following completion of the evaluation analysis and availability of required remuneration data
Implementation and governance framework, including transition arrangements, implementation responsibilities, communication and appeals process, governance arrangements, grading manual, maintenance and periodic-review procedures.	Within 20 working days following validation of the evaluation and remuneration recommendations.
Final Handover and Project Report, comprising the final job evaluation report, validated job descriptions, grading methodology/manual, electronic evaluation database, user manuals, recommendations, lessons learned, knowledge transfer and presentation to NamRA management and relevant governance structures.	Within 10 working days following completion and validation of the substantive assignment.
Post-implementation maintenance and support, including technical clarification, support on application of the methodology, grading framework and evaluation tools, and assistance with implementation-related queries	On a need basis for the agreed post-implementation support period, following completion of the assignment.

Period of assignment: from 01 December 2026 until 30July 2027 .

Milestones/partial works	**Deadline/place/person responsible**	**Criteria for acceptance**
Inception report	Within 5 working days; submitted to NamRA Human Capital and Strategy and GIZ	Inception report Submitted & approved : The report should contain , agreed methodology, detailed work plan, milestones, stakeholder engagement approach, communication protocol, roles and responsibilities, risks and mitigation measures. Methodology and work plan are reviewed and accepted by NamRA
Position inventory and organisational review report	Within 10 working days	Approved and validated inventory of positions; reporting lines and organisational relationships documented; gaps, overlaps, outdated positions and unclear roles

		identified; findings validated with Human Capital and Strategy.
Updated job descriptions	Within 20 working days / according to approved work plan; NamRA	Approved updated Job descriptions and standardised using the agreed template; responsibilities, reporting lines, qualifications, skills and competencies are clearly defined; job descriptions have undergone the agreed validation process.
Classification of jobs	Within 15 working days following job analysis exercise; NamRA	Classification framework submitted ; defining job categories, functional areas, career levels and equivalent-position rules; positions are consistently mapped to the approved classification framework.
Evaluation analysis and results	Within 20 working days following completion of job analysis/classification; NamRA	Evaluation analysis and results approved using the agreed methodology; evaluation factors, weightings and scores documented; results moderated; positions mapped to grades; material deviations from existing grades identified and justified
Benchmarking and remuneration report	Within 20 working days following evaluation analysis; NamRA	Internal and external benchmarking submitted and approved : using agreed comparators; proposed grades, salary bands and progression principles documented; remuneration anomalies identified; affordability analysis completed.
Implementation and governance framework	Within 20 working days following validation of evaluation and remuneration results.	Framework includes implementation and transition arrangements, governance responsibilities, communication and appeals process, grading manual, maintenance procedures and periodic-review arrangements submitted and approved.
Final handover and project report / user manuals	Within 10 working days following completion of work; NamRA	Final report incorporates agreed feedback; updated job descriptions, grading manual, methodology, electronic evaluation database and user manuals handed over; knowledge-transfer session completed; final recommendations and lessons learned documented, accepted

		and approved by NAMRA and relevant stakeholder.
Post-implementation maintenance and support	Need basis during agreed support period	Contractor provides agreed technical support and clarification; implementation issues are documented and addressed; support activities and recommendations are recorded and reported to NamRA.

Period of assignment: from 01 December 2026 until 30 July 2027 .

(approximately 140 expert days (120 expert days during the duration of the project and 20 post implementation days) from contract signature – to be confirmed at inception)

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).
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.

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

Further requirements (1.7)

The tenderer should address and fairness will be safeguarded in the evaluation methodology (i.e. that the factors and weighting do not inadvertently disadvantage groups of employees), and how it will ensure consistency between the new grading structure and any relevant Namibian entity remuneration benchmarks.

Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on 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.

Expert 1: Team Leader (Section 1.1 of the assessment grid)
Tasks of the team leader

- Overall responsibility for the advisory packages of the consulting (quality and deadlines).
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Personnel management, 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.
- Lead and manage the project from inception to completion.
- Develop detailed project plans and implementation frameworks.
- Oversee the collection and validation of organisational and job information.
- Ensure job descriptions accurately reflect organisational requirements.
- Recommend future governance mechanisms for maintaining job descriptions and grading.

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Qualifications of the team leader

Education:	Master's degree in Human Resource Management, Organizational Development, Industrial Psychology, Business Administration (MBA), Management Sciences, Organisational Behavior or related field.
Professional experience:	10 years of professional experience in Human Resource Management, Organizational Development, Organizational Design, Job Evaluation, Workforce Planning.
Professional experience:	5 years of experience implementing organizational development, organisational design or job evaluation projects in Africa of which at least 2 years should in Namibia or countries with similar environments. Experience within SADC member states is an advantage.
Leadership/Management experience:	7 years of management/leadership experience as project team leader, project manager or Lead consultant managing multidisciplinary teams and delivering complex organisational transformation, job evaluation or institutional reform projects in a company.
Other:	The following certifications, experience and skills are added advantages: • Certification in a recognised Job Evaluation methodology • Change Management certification. • Demonstrated experience in organisational restructuring, workforce planning and competency framework development • Strong facilitation and stakeholder engagement skills • Proven ability to produce executive level reports and recommendations

- Knowledge of remuneration frameworks and labour legislation

Experience in the region/knowledge of the country

5 years of experience implementing organizational development, organisational design or job evaluation projects in Africa of which at least 2 years should in Namibia or countries with similar environments. Experience within SADC member states is an advantage.

Language skills:

Fluent command of English C2 and good writing and presentation skills.

Expert 2: Taxation Expert (Section 1.2 of the assessment grid)

Tasks of key expert 2

- Conduct organisational and job analysis through document reviews, interviews, workshops and stakeholder consultations.
- Review existing organisational structures, reporting relationships and job descriptions.
- Develop or update job descriptions in collaboration with line management.
- Apply the approved job evaluation methodology consistently across all positions.
- Evaluate and grade jobs based on approved evaluation factors and organisational requirements.
- Ensure internal equity, consistency and alignment of grading recommendations.
- Identify duplication of roles, overlaps, gaps and opportunities.
- Prepare job evaluation reports, grading schedules and technical recommendations.
- Facilitate validation workshops with management and employees.
- Provide technical advice to the Team Leader on organisational design and grading matters.
- Mentor and transfer knowledge to NamRA's Human Capital and Organisational Development team.

General Qualifications Taxation Expert

Education:	Master's Degree (or equivalent) in Tax Administration, Human Resource Management, Organizational Development, Industrial [redacted]Psychology, Business Administration, Management Sciences or a related field or a related field.
Professional experience:	8 years of professional experience in Human Resource Management,

Organisational Development, Organisational Design, Job Evaluation, Compensation and Benefits, or Workforce Planning Experience in the region/knowledge of the country.

Specific professional experience: 5 years of demonstrated experience in conducting job analysis, job design, job evaluation, job grading and organisational structure reviews. Experience applying recognised job evaluation methodologies in medium to large organisations. Experience preparing job descriptions and organisational design recommendations.

Leadership/Management Experience : 3 years of experience leading technical workstreams, supervising multidisciplinary teams or serving as a senior technical specialist on organisational design or job evaluation projects.

Other :

- Demonstrated experience with organisational restructuring and workforce optimisation.
- Strong knowledge of public sector governance and remuneration frameworks.
- Experience facilitating stakeholder engagement and validation workshops.
- Excellence analytical, report writing and presentation skills.
- Experience in competency framework development and workforce planning. Ability to transfer knowledge and build the capacity of client staff.
- Proficiency in Microsoft Office applications and HR information systems.

Experience in the region/knowledge of the country

3 years of experience delivering organisational design or job evaluation projects in Africa with experience in Namibia or SADC member states considered an advantage.

Language Skills

Fluent command of English C2 and good writing and presentation skills

Expert 3: Customs and Excise Specialist Expert (Section 1.3 of the assessment grid)

In accordance with the AVB, the contractor shall assign 'key experts' and 'other experts. Key experts are experts who are identified by name in the contract. Expert pools often contain other experts (not identified by name in the contract).

Responsibilities of Expert 3:

- Conduct organisational and job analysis through document reviews, interviews, workshops and stakeholder consultations.
- Review existing organisational structures, reporting relationships and job descriptions.
- Develop or update job descriptions in collaboration with line management.
- Apply the approved job evaluation methodology consistently across all positions.
- Evaluate and grade jobs based on approved evaluation factors and organisational requirements.
- Ensure internal equity, consistency and alignment of grading recommendations.
- Identify duplication of roles, overlaps, gaps and opportunities.
- Prepare job evaluation reports, grading schedules and technical recommendations.
- Facilitate validation workshops with management and employees.
- Provide technical advice to the Team Leader on organisational design and grading matters.
- Mentor and transfer knowledge to NamRA's Human Capital and Organisational Development team.

General Qualifications of Expert 3

Education:	Master's degree (or equivalent) in Customs & Excise, Human Resource Management, Organisational Development, Industrial Psychology,

	Business Administration, Management Sciences or a related field, or a related field.
Professional experience:	8 years of professional experience in Human Resource Management, Organisational Development, Organisational Design, Job Evaluation, Compensation and Benefits, or Workforce Planning.
Specific professional experience:	5 years of demonstrated experience in conducting job analysis, job design, job evaluation, job grading and organizational structure reviews. Experience applying recognized job evaluation methodologies in medium to large organizations. Experience preparing job descriptions and organizational design recommendations.
Leadership/Management Experience:	3 years of experience leading technical workstreams, supervising multidisciplinary teams or serving as a senior technical specialist on organisational design or job evaluation projects.

Other :

- Demonstrated experience with organisational restructuring and workforce optimisation.
- Strong knowledge of public sector governance and remuneration frameworks.
- Experience facilitating stakeholder engagement and validation workshops.
- Excellence analytical, report writing and presentation skills.
- Experience in competency framework development and workforce planning. Ability to transfer knowledge and build the capacity of client staff.
- Proficiency in Microsoft Office applications and HR information systems.

Experience in the region/knowledge of the country

3 years of experience delivering organisational design or job evaluation projects in Africa with experience in Namibia or SADC member states considered an advantage.

Language Skills

Fluent command of English C2 and good writing and presentation skills

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking
- Stakeholder Engagement
- Analytical and Critical Thinking

Additional Soft skills of team members will be an added advantage

4. 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

The number of expert days corresponds to full working days.

Experts	Expert days
Expert 1 Also team leader: **56 days**	56days
Expert 2: **42 days**	42 days
Expert 3: **42 days**	42 days

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.
CO_2 emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.
There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The Development and Climate Alliance (German only) has published a list of standards (German only). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
Team Leader	1	56	56	
Expert 2: Taxation Expert	1	42	42	
Expert 3 : Customs and Excise Specialist Expert	1	42	42	
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Per-diem allowance in country of assignment	**3**	6	18	Total number of regional/domestic travels/flights
Overnight allowance in country of assignment	3	6	18	**Lump Sum**
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**

International flights	3	3	9	Travel to the place of service delivery(Namibia)
Domestic flights	6	3	18	Flights within the country of assignment during service delivery, in Namibia, Windhoek(Round trips) – Walvis Bay – Windhoek ; Katima Mulilo – Windhoek; Ondangwa– Windhoek ;
Travel expenses (train, car) •	20	3	20	Travel within Namibia, transfer to/from airport etc.
Other travel expenses •				e.g. visa costs
Other costs	**Number**	**Price**	**Total**	**Comments**
Flexible remuneration	1	1	5900	A budget of EUR 5900 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	1	1	3000	The budget contains the following costs Fixed Budget .

Workshops, events and trainings

The contractor implements the following workshops/study trips/training courses:

- Capacity building with HUman Capital
- Training for Managers and Executive officers
- Study Trips to border posts (Walvis Bay, Trans Kalahari Boarder Post; Katima Mulilo Boarder Post, Oshikango Boarder Post; Hosea Kutako International Airport, Ariamsvlei Boarder Post; IRD Building(Ministry of Finance) ;Head Office; and warehouses.

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2. 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 (language).

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in (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.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (fees, travel expenses etc.). The price bid will be evaluated on the basis of the specified lump sum price. In addition, please also provide the underlying daily rate. A breakdown of days is not required.

3. Outsourced processing of personal data
4. Annexes