

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

Assessment and Formulation of strategies to augment Own Source Revenue Structures in Municipal Corporations of Odisha	Project number/ cost centre: 16.2077.2-001.00
--	--

0. List of abbreviations	2
1. Context.....	3
Background	3
1.1. Past trend in Municipal Revenue and perspective on direct revenue streams	3
1.2. Existing Property Tax regime: A general trend	4
1.3. Linkages with Municipal Performance Index 2019	4
2. Tasks to be performed by the contractor	5
2.1. Objective of study.....	5
2.2. Scope of Work.....	5
3. Concept.....	6
Other specific requirements.....	7
Project management of the contractor.....	8
4. Personnel concept	8
Team leader	9
Tasks of expert 1- Regulatory Expert	10
Tasks of expert 3 – GIS Expert.....	10
Tasks of expert 4 – Junior expert (Municipal Finance Expert)	11
5. Costing requirements	12
Assignment of personnel	12
Travel	12
Workshops, training.....	12
6. Inputs of GIZ or other actors	13
7. Requirements on the format of the bid.....	13
8. Option - No follow on contract	13

0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
BMC	Bhubaneswar Municipal Corporation
GOI	Government of India
GOO	Government of Odisha
HUDD	Housing and Urban Development Department
ToRs	Terms of reference
ULB	Urban Local Body

1. Context

Background

The project, Sustainable Urban Development – Smart Cities (hereinafter referred to as “SUD-SC”), supports three Indian Smart Cities, namely Bhubaneswar, Coimbatore and Kochi, the respective state governments (Odisha, Tamil Nadu and Kerala) and the Ministry of Housing & Urban Affairs (MoH&UA), Government of India in applying concepts for sustainable urban development for the provision of urban basic services and housing in selected smart cities.

Responsible national, state and municipal institutions have applied concepts for sustainable urban development for the provision of urban basic services and housing in selected smart cities.

Components

The project activities to achieve the overall goal are structured into several components including one of the components on supporting institutions in charge of urban development in selected cities and states for strengthening structures towards realising integrated urban development. Also, to support few selected cities and states for strengthening the institutional and operational capacities for the sustainable provision of urban basic services and adequate housing in poor and empowering urban local bodies in creating robust regulatory structures for better health of institutions.

1.1. Past trend in Municipal Revenue and perspective on direct revenue streams

Historically, municipal revenues in India account for approximately one per cent of the country’s GDP whereas it is over six per cent in other emerging economies such as Brazil, South Africa, etc. While this may be associated with the degree of fiscal devolution prevailing in these countries, in India, this is further strained by the fact that the direct revenues (own source) of municipalities account for less than a third of the gross revenue receipts, with the rest being provided as devolved grants (or assigned revenues) from a superior Government, such as a provincial (State) or National (Central). One reason to attribute to this would be the unprecedented nature of urbanisation, with about 70 per cent of urban population being resident in the 465-odd class I towns (towns with a population of 100,000 or above in 2011) – out of 4,041 statutory towns, that is, a little over 70 per cent of urban population being resident in a little over 11.5 per cent of towns.

Property tax comprises the single largest source of revenue from own sources. Differently known as ‘holding’ tax in certain parts of India, it is essentially a ‘general tax’, i.e. one that is levied without any apparent benefit resulting from paying the same to the payer. While different systems exist about determining the basis of property tax, the general consensus is that the tax paid by the owner or occupier of a ‘holding’ or ‘property’ is a measure of wealth vested within such holding or property. It is assessed and levied annually, although it is often paid in quarterly, half yearly or other periodic intervals.

The State of Odisha in India counts amongst the least urbanised in India, with only about 16 per cent of its population resident in urban areas, i.e. including both statutory towns as well as Census towns. There are only about six municipal Corporations as on date, and the rest of the 114 municipal bodies (2011), are divided into 5 Municipal Corporations, Municipalities (48) and Notified Area Committees (61).

At a time where the share of own sources of revenue of a municipal body is supposed to be increasing with respect to gross and overall revenue receipts, the share of own source revenue in municipal bodies in Odisha is largely static, if not decreasing. A key reason for this is the non-implementation of large sections of the 74th amendment and Odisha Municipal Corporations Act, 2003, because of a savings clause in the older Odisha Municipalities Act, 1950 that allows sections of the latter law to be kept in

abeyance in favour of the corresponding (*mutatis-mutandis*) clauses from the former law. Consequently, several archaic practices continue to flourish, such as:

The continued existence of a Central Valuation Organisation, analogous to the Municipal Property Tax Valuation Board of Bengal (once stated as a best practice in terms of property tax administration and a prerequisite to accessing Central Finance Commission grants under the 13th Finance Commission); although the Organisation does not perform any substantive valuation other than the rates acquired from the sub-registrar offices. The organisation also does not employ skilled valuers, even as the capabilities, that has increasingly been well defined across a few standards as set by Government of India.

Variable bases of taxation in residential and commercial property, with the latter being assessed on rental value, which is both arbitrary as well as non-reflective of income from property as wealth.

Values, albeit applicable to unit area or per sq. meter/ sq. foot, have not been revised in a very long time. This is both because of the lack of capability at the level of the Central Valuation Organisation, as well the lack of a clear arrangement of such assessments being binding on the elected Councils, allowing discretionary reduction of such values. Unlike most modern property tax systems which have an automatic escalation clause to account for inflation, there is no provision for such escalation in the Odisha Municipalities Act, 1950.

1.2. Existing Property Tax regime: A general trend

The system of levy and collection, of property tax, are both demand based, with considerable discretion accruing to the assessor in terms of determining annual letting value or annual value, on which the rate of tax (as a percentage thereof) is applied. This allows several potential leakages if assessors (i) do not follow any standardised system of measurement such as IS:3861 (2002, reaffirmed 2007), (ii) may insist on ‘spot settlement’, potentially leading to malpractices that encourage revenue leakages. Certain municipal bodies, such as Cuttack have attempted moving to a self-assessment mode, but have faced issues on account of the lack of a standard system of measurement.

Actual enumeration and measurement has not been carried out for long periods within municipal bodies, including when municipal boundaries have been changed. This is both on account of low manpower (most municipal corporations have one tax superintendent and a few assessors, while smaller municipal bodies have no more than one to two such people), as well as the fact that most municipal bodies are unable to justify investments into appointing agencies to improve coverage and yield when the basis of yield is so low.

Since 2011, a number of externally aided projects and reform support initiatives towards meeting the stipulations of the 13th Finance Commission have resulted in a number of recommendations being given, but none of them really ‘revamping’ the tax system as it stands – leading to a ‘fragmented’ approach to reforms. An ideal situation would have been to attempt reforms at the State level and pilot them at a municipal level, but this could not be taken up because of operational issues.

Electoral and political concerns have also restricted the uptake of several recommendations, and ad-hoc application of certain dormant provisions the law without adequate public consultations have also resulted in backlash, both legally as well as politically, leading to status quo being maintained with respect to improving property tax efficiency.

1.3. Linkages with Municipal Performance Index 2019

Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI) decided, in June 2017, to rank 116 cities (all smart cities and million plus cities) based on liveability parameters, which was formally launched in August 2018. The index had a basis on 79 indicators, which were grouped under four “pillars”: institutional, social, economic, and physical. Physical services, which include housing, water supply, sanitation, etc, are allotted the highest weight (45%) in determining the city rankings. Economy and employment are together assigned a mere 5% weight. The indicators also has linkages to

eight Sustainable Development Goals (SDGs), aims to make cities achieve the SDGs through annual assessment. In 2018, Odisha ranked second among all states in India, with Bhubaneswar and Rourkela being the cities among 116.

In a concatenation of events, MoHUA has launched Municipal Performance Index in March 2019. It derives itself from the earlier mentioned index and aims to assess the sectoral performance of Urban Local Bodies (ULBs) across a set of five verticals, which encompass its mandated functionalities. The five verticals include a total of 20 sectors and 100 indicators. Among those is the Finance indicators which aims to assess ULBs in four sectors, i.e. Revenue Management, Expenditure Management, Fiscal Responsibility and Fiscal Decentralization. The study, entailed in the following paragraphs, aims to address the Revenue Management sector through its intervention in development of property tax system, augmenting streams of direct revenue, identification of alternative sources of revenue, developing framework for GIS based inventory mapping for property tax.etc.

2. Tasks to be performed by the contractor

2.1. Objective of study

Sustainable Urban development – Smart Cities (SUD-SC) programme, GIZ, is working with Housing and Urban Development Department (HUDD), Government of Odisha (GoO) and Bhubaneswar Municipal Corporation (BMC).

As we observe in our cities, inefficiencies within the direct revenue system pose considerable risk(s) to make cities self-sustainable. By some estimates, gross tax-based revenue, for Bhubaneswar, accounts for less than 15 per cent of the overall receipts of the Municipal Corporation, as opposed to an all India average of over 30 per cent. Although large cities, in other states, attempt to offset low property tax yields by augmenting ‘user charges’, but it is not applicable to the cities in Odisha, as service providers for water and sanitation is generally the dealt by parastatals. Enumeration of properties hasn’t been updated, as the revision of the letting value rates by the Central Valuation Organisation is yet to be revised. Small and Medium towns are yet to deliberate on these topics, which is evident from the very fact that important municipalities, in Odisha, like Puri has own tax revenue less than 3% of the total revenue receipts

2.2. Scope of Work

The contractor is responsible for providing the following services:

- a. Assessment of the regulatory framework for coverage, assessment, demand, levy, collection, resolution of disputes and reconciliation with municipal finance statements for both Municipal Corporations as well as for Municipalities and Notified Area Committees under the 2003 and 1950 laws,
- b. Carry out three comparative studies for three Municipal Corporation (seemingly Bhubaneswar, as it is also the capital city of State), to determine how the provisions of law have been applied and what have been the results thereof,
- c. Compare Municipal Corporations in Odisha with other states and cities in India, which have successfully turned around their property tax administration, viz. Telangana (Geotagging of property in all the ULBs were carried out), Patna (where unit area valuation was started) or Mumbai (which transitioned from a legacy capital valuation model to an adjusted capital value model),

- d. Provide specific attention to Municipal Corporation of Bhubaneswar, developing an ex-post facto assessment of processes involved and essentially providing insights to:
 - i. Inefficiencies on account of shortcomings in regulatory environment (State level);
 - ii. Inefficiencies on account of shortcomings in operational procedures (local level)
- e. Provide comparative study from three cities globally, where property tax regime was overhauled and highlight the challenges faced & innovative solution devised, during the shift towards self-reliance.
- f. Assess various systems studied in the above and assess their impact on certain case studies for Municipal Corporation of Bhubaneswar (e.g. various property types and circumstances),
- g. Detail out one draft standard operating procedure comprising of coverage, assessment, demand, levy, collection, resolution of disputes and reconciliation with municipal finance statements for select Municipal Corporation in Odisha,
- h. Assess the existing organisational structure and capacity of the State Municipal Corporation Valuation Committee and its linkages with District valuation committee and recommend the steps to augment it,
- i. Develop an Integrated Property Tax Reform Structure, linked with the land valuation, Floor Space Index utilised, Cess or Service fee for municipal services availed and other factors;
- j. Suggest changes required in law, including (where and if required) at least one new set of rules made pursuant to such sections/ byelaws specific to municipal entities.
- k. Provide assessment for strengthening the alternate revenue sources, such as tradable bonds, pooled financing, Tax Increment Financing, Land Value capture ...etc, for Municipal Corporation of Bhubaneswar.
- l. Develop framework for integration of GIS - Based Property measurement system and overview for the new property measurement manual.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline/place/person responsible
Inception report	One Month from start of contract
Draft report & presentation	Three Months
Final report and presentation	Five Months
Roll out of action plan	Eight Months

3. Concept

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

Technical-methodological concept

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

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

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

Other specific requirements

For this phase, the indicative list of deliverables will be provided, in accordance to following details:

S. No.	Name of the deliverable	Indicative content
1.1	Inception report	Desk and background research on property tax, regulatory assessment and feasibility structure with rudimentary action plan for undertaking the study.
1.2	Draft report & presentation	All content in context to the above-mentioned deliverables. Comparative Studies and case studies to be submitted as final document in this submission. Analysis of regulatory reforms and necessary changes should be submitted in this deliverable. Further scoping study for innovative revenue augmentation strategies to be shared.
1.3	Final report and presentation	Revised draft report based on feedback, comments and suggestions, along with, final framework for augmentation own source of revenue, integrated property tax structure for Municipal Corporations, and necessary support in reforms pertaining to acts, rules ...etc needs to be delivered.
1.4	Roll out of action plan	Factual justification prepared for the elected Council to pass the requisite resolutions, Support to the state officials for development of justification for any form of legislative approval or amendment in Municipal Corporation Act or other pervasive laws affecting the roll out of study. Frequently asked questions if any and resolutions, Support document to the legal advisors

It is generally understood that the work done under this phase this will provide a set of steps which will form a consensus for the next steps to be carried out in the case of Bhubaneswar Municipal Corporation is willing to implement the recommendation and obtain requisite approvals.

Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018

In addition to the reports required by GIZ in accordance with 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 (5-7 pages)

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; 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 bidder 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 bid in accordance with section 5.4 of the AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

4. Personnel concept

Eligibility requirements of the firm

- Please provide the legal status of your firm.
- In case of bidding consortia – Declaration by consortium

- Average annual turnover for the last three financial years: at least 120.000 EUR.
- The number of employees as at 31.12. of the previous year: at least 12 persons.
- Please provide past project related to taxation reform urban reform in India – at least 3 project
- At least 5 years of experience in projects related to municipal finance / tax reform / property tax/ other revenue sources
- Prior experience of projects related to implementation or recommendation of taxation reforms
- Experience of working with government agencies (State and City level)
- Prior experience of the firm for working on legal aspects for taxation reforms

The bidder 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. The numbers given in brackets refer to the respective lines in the document “Grid for the technical assessment of bids”

The below specified qualifications represent the requirements to reach the maximum number of points.

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

Qualifications of the team leader

- Education/training (2.1.1): Business Administration with Specialization in Finance/ Chartered Accountant (CA)/ Certified Financial Accountant (CFA) or Urban planning or any other relevant sector
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 15 years of professional experience in the in the field of Financial Management, Public Finance, Budgeting, Urban development ...etc. in relevant sector
- Specific professional experience (2.1.4): 10 years in Municipal finance, development of Property tax system, Land value capture and Land valuation projects.
- Leadership/management experience (2.1.5): 10 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in Asia (region), of which 2 years in projects in India (country) in the field of Municipal finance
- Development Cooperation (DC) experience (2.1.7): 6 years of experience in Development Co-operation projects

- Other (2.1.8): Very good knowledge of the Indian institutional landscape and very good ability to work independently and to deliver high quality work even under time pressure and as a team preferred

Tasks of expert 1- Regulatory Expert

- Support in understanding and elucidating the laws pertaining to Municipal acts and Rules in Odisha.
- Reframing the necessary changes and suggesting competent authority in government to adapt the regulatory reforms.
- Overall support in development of framework for augmentation of Own Source of revenue structure and strengthening aspects of newly developed framework.
- Supporting GIZ team and Government of Odisha, if necessary, in reviewing of legal documents pertaining to municipal finance reforms.

Qualifications of expert 1

- Education/training (2.2.1): Master's Degree in Business Law or University Degree in Law
- Language (2.2.2): English
- General professional experience (2.2.3): 10 years of professional experience in the field of municipal finance, taxation, revenue augmentation, process improvements etc.
- Specific professional experience (2.2.4): At least 5 years of experience in consulting services for Indian municipalities in the field Municipal Acts, Law and administration
- Regional experience (2.2.6): 5 years of experience in projects in Asia (region), of which 2 years in projects in India (country) in the field of Municipal finance

Tasks of expert 2 – Reform Expert

- Support in understanding the existing Municipal revenue structures and laws empowering the urban local bodies of Odisha
- Developing comparative study of municipal financial framework across select municipalities in India and world, along with the laws supporting them, as part of case studies.
- Overall support in development of framework for augmentation of Own Source of revenue structure and strengthening aspects of newly developed framework.
- Supporting GIZ team and Government of Odisha, if necessary, in reviewing of documents pertaining to municipal finance reforms.

Qualifications of expert 2

- Education/training (2.3.1): Master's Degree in Urban Planning, Public Policy or related discipline
- Language (2.3.2): English
- General professional experience (2.3.3): 10 years of professional experience in the field of municipal finance, taxation, revenue augmentation, process improvements etc.
- Specific professional experience (2.3.4): At least 5 years of experience in consulting services for Indian municipalities in the field Municipal acts, support in reforms in property tax systems, advocacy in land value capture. Etc.
- Regional experience (2.3.6): 5 years of experience in projects in Asia (region), of which 2 years in projects in India (country) in the field of Municipal finance

Tasks of expert 3 – GIS Expert

- Support in developing a framework for GPS/DGPS based Property Mapping in Urban Local bodies of Odisha.

- Developing Standard Operating Procedure for conducting property mapping exercise, integrating components such as FSI, building bye-laws etc.
- Support in integrating the mapping exercise with existing building approval or real estate regulatory platforms
- Supporting GIZ team and Government of Odisha, if necessary, in other GIS based analysis pertaining to the scope of work.

Qualifications of expert 3

- Education/training (2.4.1): Master's Degree in Geomatics, Computer Science, Information Technology, Urban Planning or related field.
- Language (2.4.2): English
- General professional experience (2.4.3): 5 years of professional experience in the field of GIS based master plan preparation and projects pertaining to Geomatics, GIS related service etc.
- Specific professional experience (2.4.4): At least 2 years of experience in consulting services for Indian municipalities in the field Municipal acts, support in reforms in property tax systems, advocacy in land value capture. Etc.
- Regional experience (2.4.6): 2 years of experience in projects in Asia (region), of which 1 year in projects in India (country)
- Other (2.4.8): Prior experience in the field of stakeholder engagement (public, private, civil society, academia) and understanding of existing available platforms for GIS property mapping in India.

Tasks of expert 4 – Junior expert (Municipal Finance Expert)

- Supporting GIZ and Housing and Urban Development Department (HUDD), Government of Odisha, in mapping the existing regulations and municipal budget structures available in select urban local bodies of Odisha.
- Supporting in compilation of earlier efforts done by HUDD and ULBs in strengthening municipal finance in Odisha.
- Coordinating with GIZ and HUDD for roll out of activities proposed under scope of study.

Qualifications of expert 4

- Education/training (2.5.1): Master's Degree in Urban Planning, Urban Management, Public Policy or related discipline.
- Language (2.5.2): Fluent in English and knowledge of Odiya will be preferred.
- General professional experience (2.5.3): 5 years of professional experience in the field of municipal finance, taxation, revenue augmentation, process improvements etc.
- Specific professional experience (2.5.4): 2 years of experience in consulting services for Indian municipalities.
- Regional experience (2.5.6): 2 years of experience projects in India (country)

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel

Team leader: On-site assignment for 60 expert days

Expert 1 – Regulatory Expert : Assignment in country of assignment for 45 expert days

Expert 2 – Reform Expert : Assignment in country of assignment for 90 expert days

Expert 3 – GIS Expert : Assignment in country of assignment for 30 expert days

Expert 4 – Junior Expert : Assignment in country of assignment for 180 expert day

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Travel of the experts to envisaged as per the table below

Experts	Sectors	No. of trips
Team Leader	Travel within Odisha, Delhi and cities in Tamil Nadu and Kerala based on request	25 round trips
Regulatory Expert		
Reform Expert		
GIS Expert		
Junior Expert		

Workshops, training

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

1. Introduction to “Integrated Property Tax” methods and ways to Assess and implement it, and
2. Strengthening of own source of Revenue through innovative Financing .e.g. Land Value tax, Municipal Bonds ..etc.

Support in organising one day workshops / training in selected five locations based on deliverables

6. Inputs of GIZ or other actors

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

- Zero Workstations in the GIZ country office
- Transportation on site with own project vehicle
- Workshops logistics

7. Requirements on the format of the bid

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

Prior Experience of the firm shall include

- Details of at least five projects involving Property Tax reforms, Municipal Finance, Institutional Financial Reform, Regulatory reforms, Organisational Restructuring, and GIS based property mapping or Preparation of master plan under Comprehensive Development plan.
- Preferable details of at least two training module development, training conducted for Municipal Finance, tax reforms support.
- Preferable details of at least two contracts for Project Management Units or Technical Support units

The complete bid shall not exceed 10 pages (excluding CVs).

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. The CVs 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

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

8. Option - No follow on contract