

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

Technical support for URNCC Business Plans hand holding and implementation in India

**Project number/
cost centre:
14.0156-1-005**

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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
ToRs	Terms of reference

1. Context

Background

The BMZ Special Initiative ‘One World - No Hunger’ addresses some of the greatest challenges facing humanity. Over 800 million people in the world still do not have enough to eat. Over a billion more suffer from ‘hidden hunger’. As a part of the Special Initiative “One World - No Hunger”, the German Federal Ministry of Economic Cooperation and Development (BMZ) has launched the ProSoil programme in 7 countries, implemented by GIZ i.e. Kenya, Burkina Faso, Ethiopia, Benin, India, Madagascar and Tunisia.

In India the ProSoil project is being implemented in two states viz. Maharashtra and Madhya Pradesh with the National Bank for Agriculture and Rural Development (NABARD) as the main implementation partner. The on-site implementation of the project is supported by NGO partners namely BAIF, FES and WOTR. The ProSoil also has strategic support and collaborations with Ministry of Agriculture and Farmers Welfare, Government of India; National Institute for Agriculture Extension Management (MANAGE), Urban Development Department, Government of Maharashtra, State Department of Agriculture in the two project states; research and extension partners under the Indian Council of Agriculture Research (ICAR), international expert institutions and private sector partners.

The objective of the ProSoil project is to improve soil quality and promote sustainable agriculture measures. One of the key interventions under the project is to close the urban-rural nutrient and carbon cycle (URNCC) and thus improve the soil health and fertility.

The ProSoil project has been working with various research institutions like BITS, Pilani to establish technologies and processes for producing innovative products like PROM and Terra Preta from urban organic waste streams. Efforts have also been made to develop business models and plans for use and promotion of urban compost in the state of Maharashtra, in collaboration with International Water Management Institute (IWMI). ProSoil is also collaborating with the State Agriculture University in the state of Maharashtra i.e. Mahatma Phule Krishi Vishwavidhyalaya (MPKV) to test the use of urban compost in agriculture.

The Swachh Maharashtra Mission (SMM) or Clean Maharashtra Mission under the Urban Development Department (UDD) also has initiated HARIT, an initiative to certify the products from urban solid waste based on standard production processes. GIZ has been supporting the Swachh Maharashtra Mission (SMM) in planning, scientific processing of waste and also developing and testing products like phosphate rich organic manure (PROM) and/or Terra Preta (TP) from urban organic waste. GIZ also commissioned a ‘Waste to Energy Plant’ in Nashik.

India is committed to achieve Land Degradation Neutrality (LDN) and achieve the targets by 2030. We strongly believe that the production and use of biochar and TP would improve the soil health and fertility while contributing to carbon sequestration.

GIZ seeks team of experts to further the agenda of URNCC and explore viable processes and business models around compost and other value-added products like PROM, Terra Preta etc. from the urban waste streams, specifically in the project state of Maharashtra that can be further also replicated in Madhya Pradesh.

GIZ is actively engaging with Farmer Producer Organizations, Urban Local Bodies (ULBs) and the private sector partners in Maharashtra to develop and implement the business models and plans, under the URNCC initiative.

Prior to this assignment, ProSoil, GIZ has conducted the following:

- a. Feasibility study of PROM and Terra Preta in the project locations of ProSoil project in the state of Maharashtra
- b. Business Model development and planning for compost-based enterprises in Maharashtra. This was based on FPOs and ULBs in Maharashtra. There were 4 business models developed. The two ULBS i.e. Nashik and Sangamner were studied to support the business models. Business plans were developed for the these business models. The study focussed on small and medium sized ULBs i.e. with population of less than 100,000 and 100,000 to 500,000.

Business Models were conceptual constructs based on the feasible compost value chain and entities engaged e.g. different sizes of ULBs and FPOs; whereas *Business plans* are detailed documents providing financials and hence feasibility of the business models.

- c. Capacity building support to 12 ULBs in Maharashtra to enable them produce quality compost and hence certification. One of the issues around URNCC is around quality of compost and other products from the urban organic waste. The HARIT initiatives of the Swachh Maharashtra Mission under the Urban Development Department, Government of Maharashtra; provide the much-needed impetus and encouragement to ensure quality of compost. GIZ has also worked on identifying capacity gaps of the ULBs (12 selected ULBs) and hence building their capacities (technical and institutional) to produce quality products from urban organic waste. As a result of this work, Standard Operating Procedures have also been developed for these ULBs to help them establish processes and capacities to ensure quality production of products.
- d. Exposure of ULBs and FPOs to biochar and terra preta through workshop wherein various models and technologies available in India and globally were introduced. This was also followed by a reconnaissance visit to understand the potential of technology use in production of biochar and Terra Preta within the project locations of the ProSoil project.

IWMI study also captures the value chain of urban compost. The broad business models that came out of the study are:

- a. Centralized production of compost (or other value-added products) by ULBs / private sector
- b. Decentralized production of compost (or other value-added products) by ULBs / private sector and FPOs
- c. Decentralised production and distribution of compost (or other value-added products) by FPOs

This assignment envisages to provide required support, expertise and hand holding support towards successful implementation of the Business Plans around the business models (as described above).

Objectives of assignment

1. To refine / develop at least 5 feasible business plans (including but not restricted to ULBs and FPOs) for the enterprises around URNCC business models)
2. To establish required market, financial, technology and other linkages for successful implementation of the business plans

3. To provide hand holding support to ensure at least 4 business plans are successfully implemented that can be validated through financial documents of the enterprise

2. Tasks to be performed by the contractor

Scope of Work (work packages)

The steps / activities provided under each work package is suggestive and indicate the intent and outlines envisaged processes to be followed. These needs to be detailed, refined and finalized in consultation of GIZ and its partners (NABARD, UDD). The TOR has 5 work packages:

- a. Identifying suitable enterprises from among the FPOs and ULBs, for implementing the business plans
- b. Work with the identified enterprises and thus develop detailed and feasible business plans
- c. Endorsement of the business plans by decision makers
- d. Established linkages (market, financial, institutional, technology) for successful implementation of the business plans
- e. Provide hand-holding support to the enterprises
- f. After successful implementation of business plan support upscale it to around 5 ULBs/enterprises of similar nature.
- g. Present the success of the business plans for further replication by public partners

These are further detailed below:

A. *Work package A: Identify the suitable enterprises for implementing the URNCC business plans*

This work package expects to identify the potential ULBs and FPOs that are interested, have the capacities and operational processes to implement intended business plans around URNCC. This work package will also build on and incorporate the learning and experiences of other studies and efforts of GIZ and other studies. GIZ has supported few ULBs to build their capacities around quality compost production. NABARD and GIZ are working with FPOs in Maharashtra. It is expected that the consultant/agency identifies the list of potential enterprises based on these learning (with preference to GIZ project locations). The following steps are envisaged (indicative) to achieve this:

- a.1 Develop a criteria-based framework and tool for identifying and short-listing the enterprises (FPOs, ULBs and other private sector partners)
- a.2 Consultation with GIZ project team, NABARD and Swachh Maharashtra Mission under UDD, Govt of Maharashtra to identify the potential list of enterprises (e.g. if an ULB, small and medium sized ULBs)
- a.3 Develop a short-listed list of 10 enterprises (with equal representation of FPOs and ULBs) that is agreed by NABARD, UDD and GIZ. Of the ULBs, at least 2 ULBs should having population 100,000 to 500,000)
- a.4 Communication from UDD to the identified ULBs, that are to be engaged in the business planning and hand holding exercise

B. Work Package B: Work with the identified enterprise to develop detailed and feasible business plans

The work package B focuses on conducting a business feasibility assessment of the individual cases or enterprises short-listed in the work package A (as above). The feasibility assessment must include - Market feasibility (demand/supply, pricing etc.), financial feasibility and technical feasibility. Based on the short-listed cases, develop detailed and implementable business plans referring to the standard acceptable guidelines e.g. Guidelines by NABARD/ BIRD for FPOs (<http://www.birdlucknow.in/wp-content/uploads/2018/01/Step-by-Step-Guide.pdf>)

These business plans shall also consider the favoring policy environment and the existing financial incentives like central and state subsidies. These business plans will be to facilitate the enterprises i.e. ULBs and FPO to develop successful and implementable businesses.

The indicative steps to achieve the desired results of this work package are:

- b.1 Develop a detailed tool for feasibility assessment of the cases / enterprises, in consultation with GIZ, NABARD and UDD
- b.2 Field based factual assessment of each cases
- b.3 Develop the final short-list of 5 cases/enterprises based on the scoping and feasibility assessment (with at least 1 FPO, and 1 mid-sized ULB and 1 small size ULB)
- b.4 Identify specific capacity needs of the cases / enterprises to sustainably implement the business plans. These capacities may be around – business management, financial management, market linkages, negotiations, quality control, pricing etc.
- b.5 Develop the detailed structure for the business plans in consultation with GIZ, NABARD and UDD (also from ensuring that these are bankable business plans)
- b.6 Field work to develop detailed business plans for each of the cases, in collaboration with the enterprises
- b.7 Final draft of the business plans to be presented to GIZ, NABARD and UDD for validation and inputs. Thus, refining and finalizing the business plans

The Business Plans / DPRs for ULBs shall refer to existing guidelines in India like Solid Waste Management guidelines, 2016, CPHEEO guidelines, Compost guidelines by Government of India. Few such guidelines are mentioned below:

- a. <http://cpheeo.gov.in/cms/manual-on-municipal-solid-waste-management-2016.php>
- b. <http://bbmp.gov.in/documents/10180/1920333/SWM-Rules-2016.pdf/27c6b5e4-5265-4aee-bff6-451f28202cc8>
- c. <http://164.100.228.143:8080/sbm/content/writereaddata/Advisory%20on%20decentralised%20composting.pdf>
- d. [HARIT certification norms in Maharashtra](#)

For the FPOs, the NABARD business planning guidelines, UNCTAD guidelines etc. and other relevant guidelines shall be referred and used. Few are listed below:

- a) <http://www.birdlucknow.in/wp-content/uploads/2018/01/Step-by-Step-Guide.pdf>
- b) https://unctad.org/en/PublicationsLibrary/ditccominf2018d3_en.pdf
- c) https://unctad.org/en/docs/iteia5_en.pdf
- d) <https://www.nabard.org/demo/auth/writereaddata/File/FARMER%20PRODUCER%20ORGANISATIONS.pdf>

C. Endorsement of business plans:

The 5 business plans will be shared with the senior management team of the respective enterprises for their endorsements. Following the endorsement, action plan for implementing the business plans will be developed in consultation with the senior management teams.

Indicative steps:

- c.1 The business plan will be shared with senior management of each enterprise through consultative meetings at the enterprises
- c.2 Refine the business plan based on the inputs and discussions
- c.3 Develop implementation action plan for each business plan
- c.4 Presentation of business plans to GIZ, NABARD and UDD in a workshop and hence incorporate the suggestions

D. *Work Package: Explore and establish needed linkages for 5 business entities; this includes market, financial, technical linkages etc. to ensure the successful implementation of the designed business plans*

Based on the validated business plans (its feasibility and bankability), the work package C, will emphasize on establishing the required networks, relations and linkages that are essential for successful implementation and realization of the business plans. The steps envisaged thus are:

- d.1 Identify the critical stakeholders, processes and linkages needed for actual realization and success of the business plans. This is envisaged to be done in collaboration with the individual cases/enterprises
- d.2 Develop Terms of Reference and mechanisms for establishing linkages with stakeholders (e.g. MOUs, official communications, mutually agreed TORs etc.). This shall include (but not limited to) terms of engagement, payment terms, roles and responsibilities, etc.)
- d.3 Establish the formal linkages (as indicated under c.2) with the stakeholders

E. *Provide the needed hand holding support to the URNCC enterprises thereby ensuring the business plans are successfully implemented thus establishing these as replicable business models*

The work package E is the actual implementation of the business plans and provisioning of all the needed support to the enterprises related to:

- These business plans are implemented successfully
- The success of the business plans must be ensured such that they can be validated through book of accounts (transactions and figures as detailed in the business plans) of the enterprises

The indicative steps to achieve the desired results under this work package are:

e.1 Provide the needed specific capacity inputs to the enterprises based on the capacity needs of each case

e.2 Provide the hand holding support to:

- o operationalize the business plans
- o ensure linkages are working effectively as envisaged in the business plans
- o regular review of the book of accounts to ensure business plans are being implemented successfully and hence make the required course corrections

e.3 Regular review meeting with directors and senior functionaries of the enterprises to ensure business plans are being implemented as envisaged and as needed take corrective strategic decisions and actions.

F. Present the successful business plans and models to the stakeholders

GIZ through its ProSoil project intends to establish successful business models and plans such that these can be further adapted and replicated by the partners, especially UDD and NABARD. This work package hence will entail:

- f.1 Develop a structure for documenting the success stories from the cases/ enterprises
- f.2 Successful documentation of the business plans as success stories that can be used by other similar enterprises (e.g. financials of enterprises, success factors, processes, capacity needs, etc.)
- f.3 Present these success stories to our partners NGOs, NABARD and UDD at a Stakeholders Workshop; such that they are convinced and hence support further replication of such models and plans. The stakeholders' workshop will be organized by GIZ, in consultation with the consultant and the project partners.
- f.4 Support about 5 more enterprises (each in one category) for adaption of business plans.

The contractor is responsible for providing the following services:

- Business feasibility assessment
- Business plans development and execution
- Establishing market, financial and other related linkages to ensure successful execution of business plans
- Provide capacity development inputs to the cases/ enterprises such that they can continue implementing and adapting the business plans in the future
- Sharing the success cases at final Advocacy and Stakeholders Consultation workshop

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

Milestone	Deadline/place/person responsible
Inception Report with identified enterprises	30 th November 2019/ Submitted to the project
Business plans finalized for each enterprise, presented and endorsed	31st March 2020
Business Plans are implemented and monitored through financials (Progress report)	31 st July 2020
5 businesses are successful with documented financials	31 st October 2020
Final Report	15 th November 2020

Period of assignment: From 1st November 2019 until 30th November 2020.

Payment plan:

- 1st on signing: 20%
- 2nd 30% (submitting business plan)
- 3rd 30% (submitting progress report)
- 4th 20% (final report)

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

- Good understanding of the technologies around biochar and terra preta production, specifically at decentralized levels
- Expertise in developing, designing and hand holding successful business enterprises

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 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 by 30 November 2019
- Progress report by 31st July 2020
- Final report by 15th November 2020

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.

Details about backstopping

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. Eligibility of firms:

The firm needs to provide the satisfactory evidences on

I. Commercial Eligibility:

- 1.1 Average Annual turn-over for the last 3 consecutive years: at least Euro 100.000
- 1.2 Number of employees as on last year 31st December: at least 5

II. Technical Eligibility

- 2.1 Reference projects with minimum commission value of Euro 20.000
- 2.2 At least 3 reference projects around *'hand holding to FPOs or urban local bodies*
- 2.3 At least 3 reference projects around *'Developing viable DPRs and / or business plans'*

Technical experiences of the firm:

- 3.1 10 years of experience in developing business models and plans preferably around organic manures and other related innovative products
- 3.2 5 yrs of experience on advising and hand holding enterprises

- 3.3 Experience of working with government partners in last 5 years
- 3.4 Expertise and experience of developing at least 3 quality documents /brochures as well as technical documents like guidelines, viable DPRs / Business plan
- 3.5 5 years of experience of developing DPRs/ Business Plans for enterprises

5. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 8), the range of tasks involved and the required qualifications.

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, including identifying the need for short-term assignments within the available budget, preparing the terms of references as well as planning and steering assignments and supporting local short-term experts
- Preparing and submitting regular reports in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University qualification (at least Masters) in Environmental Sciences/Natural Resources Management/waste management or any other relevant subjects
- Language (2.1.2): Good business language skills in English and Hindi
- General professional experience (2.1.3): 15 years of professional experience in the rural development or waste management sector
- Specific professional experience (2.1.4): 10 years in business planning and enterprise promotion
- Leadership experiences (2.1.5): 5 years of experience of managing and leading projects in India,
- Regional experience (2.1.6): Experiences of working in India and preferably Maharashtra
- Development Cooperation (2.1.7): Experience of leading international development cooperation projects

Expert 1: Expert on developing business concepts and plans

Tasks of expert 1

- Exchange on viable business concepts and plans with local stakeholders and authorities
- Preparation of DPR documents and business plans
- Handholding of the business implementation process
- Other tasks may be specified in the proposal by the bidder

Qualifications of expert 1

- Educational qualifications (2.2.1): MBA or relevant degree in management, enterprise development
- Language (2.2.2): Good business skills in English and preferably Marathi
- General professional experience (2.2.3): 7 years of experience in business development and market development
- Specific professional experience (2.2.4): 5 years of experience on enterprise promotion, business planning / DPR development in the waste management or rural development sector
- Regional experience (2.2.6): Preferred experience of working in Maharashtra

Expert 2: Technology Expert on organic fertilizers

Tasks of expert 2

- Developing, designing and hand holding support to the business enterprises
- Technical exchange with local experts (from urban local bodies, NGOs, research institutions) and government officials
- Contribution to the detailed project reports
- Other tasks may be specified in the proposal by the bidder

Qualifications of expert 2

- Education/training (2.3.1): Master or PhD in Natural resource management or environment management or related subjects
- Language (2.3.2): Good business skills in English, Hindi and preferably marathi
- General professional experience (2.3.3): 7 years of professional experience on technologies and markets around organic fertilizers like compost, PROM, biochar etc.
- Specific professional experience (2.3.4): 5 years experiences providing expert support around processing of organic waste
- Regional experience (2.3.6): 5 years of professional experience working in India and specifically the state of Maharashtra

Short-term expert pool for market exploration with maximum 4 members

Task of the short-term market exploration experts:

- Explore the feasible markets, market dynamics, terms of trade around compost and related products. The delivery would be a market assessment and strategy report
- Provide insights and strategies on creating market competitiveness to the products made by identified 4 enterprises

Qualifications of the short-term expert pool

- (2.6.1) Graduate or MBA with expertise in assessing markets
- (2.6.2): Good working skills in English and Marathi
- (2.6.4) 3 years of experience in conducting market studies and Good analytical skill
- (2.6.5): Regional experience: India and preferably Maharashtra

Short-term experts for required support services with maximum 4 members

Tasks of the short-term expert pool

- Provide specific expertise as and when needed for successful delivery of results
- Support the consultant during designing and reporting as envisaged in this assignment

Qualifications of the short-term subject expert pool

- General Qualification (2.7.1): Technical experts with university qualification (e.g. 'Diploma'/Master) in environment / waste management / legal issues / business development / marketing experts
- Language (2.7.2): Experts with very good language skills in English and possibly local languages like Hindi, Marathi
- Specific experience (2.7.4): Experts with 5 years of experience in hand holding the enterprises / providing support and advise to government agencies / developing relevant financial instruments etc.
- Regional experience (2.7.5): 5 years of working in India and preferably Maharashtra

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.

6. Costing requirements

Assignment of personnel

- Team leader: On-site and desk work assignment for 14 expert days
- Expert 1 (technology expert): 36 expert days
Expert 2: (business development expert): 76 expert days
Pool of experts for Market exploration: 21 expert days
- Pool of experts for required services: 20 expert days

Indicative personnel input plan for the assignment

Personnel and days	Identification	Developing BPs	Market Exploration and linkages	Hand holding	Documentation and presentation	Desk Work	Total
Team Leader	2	4	3	0	3	2	14
Market exploration team	0	0	16	0	0	5	21
Pool of Subject experts							20
Technology expert	8	8	0	12	3	5	36
Business development expert	8	20	8	32	3	5	76

Total person days **167**

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 in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Workshops, training

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

NA

Other costs

- Printing and other miscl. costs

7. Inputs of GIZ or other actors

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

- Logistics advice to facilitate the travels and meeting
- Facilitate identification and organize meetings with relevant stakeholders
- Workshops logistics

8. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. 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.

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.

Please calculate your price bid based exactly on the afore-mentioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

9. Annexes

- ProSoil brief
- URNCC infographics
- HARIT infographic