

Support in stakeholder engagement for the implementation of gender-responsive mobility planning in India

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List of abbreviations

CRDF	CEPT University Research and Development Foundation
CSO	Civil Society Organisation
EU	European Union
EUR	Euro
GMP	Gender-responsive Mobility Plan
JNNURM,	Jawaharlal Nehru National Urban Renewal Mission
KII	Key Informant Interviews
MIS	Management Information System
NUTP	National Urban Transport Policy
PRIA	Society for Participatory Research in Asia
PUA	Participatory Urban Appraisal
SDG	Sustainable Development Goals
UEMI	Urban Electric Mobility Initiative
WRI	World Resources Institute

1 Background

The transport sector is a key driver of economic growth. Equitable access to transport is an essential prerequisite for equitable access to education, healthcare and livelihood opportunities. However, a lack of consideration of diverse mobility needs in urban transport planning in India has constrained socio-economic opportunities for women and other marginalised groups. Urban transport systems are not designed to accommodate women's travel patterns, which differ from men's. Women's mobility is also constrained by a lack of safety in public settings and gender norms in Indian society that lead to women opting for work and other opportunities at or close to their homes. With India's female labour force participation rate, at 26.4% in 2020-21, being amongst the lowest globally, gender-responsive transport services that provide accessible, safe and affordable mobility for women is an integral lever for their socio-economic empowerment.

In India, urban development and transport policies lack gender-responsive planning. The JNNURM, an urban development and renewal scheme of the Government of India, omits gender considerations. The Smart Cities Mission acknowledges the need for gender concerns, but it lacks clear guidelines. The National Urban Transport Policy (NUTP) 2006, a significant sustainable urban transport policy, overlooked gender-specific considerations. While the 2014 revision mentioned women's safety and universal access, the absence of implementation guidelines hampers progress.

Certain Indian states have pursued gender-inclusive mobility efforts. The Delhi Government has offered free bus travel for women since 2019, a move that was replicated in Punjab, Tamil Nadu, and Karnataka and resulted in increased female ridership. While the free transit schemes enhance access, concerns linger regarding vulnerable communities and harassment from bus operators and passengers.

Chennai Municipal Corporation launched India's first Gender and Policy Lab to promote gender mainstreaming and enhance public safety for women. The "Safe City Project," launched by the Ministry of Home Affairs, aims to create secure urban areas, especially for women, by improving public safety and preventing crimes. Other successful schemes include Bihar's free bicycles for schoolgirls and Kerala's free Samudra bus services for fisherwomen.

Transport agencies are actively adjusting recruitment policies to increase women's participation. Hyderabad Metro Rail employs 65+ women loco pilots, Mumbai has all-women staffed metro stations, and Delhi reserved a third of e-autorickshaw permits for women. However, achieving a comprehensive and inclusive mobility ecosystem demands a structured approach.

In addition to government-led initiatives, social enterprises and CSOs in India have promoted gender inclusion in the mobility sector, with initiatives such as transport services for female passengers and women-driven passenger transport services. Organisations run skill development and entrepreneurship programs for women, while others offer bike rental and bicycle training programs for women and girls. However, CSOs and social enterprises are often restricted in their ability to scale up impactful initiatives due to a lack of adequate funding or other challenges.

2 MobiliseHER: Participatory Approaches for Gender Responsive Mobility Systems

MobiliseHER is a project funded by EuropeAid and implemented by the Urban Electric Mobility Initiative (UEMI) with three Indian partners (WRI India, CRDF and PRIA). It will take place in three (3) Indian cities. The project aims to improve the engagement of civil society organisations (CSOs) in transport planning and governance in Indian cities to enable the integration of gender-responsive planning in low-carbon transport systems. CSOs, which include think tanks, international organisations, community-based organisations, and social non-profit enterprises, are a key stakeholder group for this project. They play an important role in governance, providing technical assistance and facilitating people's participation in India's transport sector. Another key stakeholder group is the government authorities responsible for urban transport planning, regulation and governance. Various state and local governments have undertaken gender-specific transport initiatives, such as gender-disaggregated transport data collection, training and recruitment of women in public transport fleets, free transit for women commuters, etc., often with support from CSOs. However, their efforts occur in siloes, do not involve sustained engagement, and are not holistically designed, thereby failing to achieve systemic, long-term impacts. Other relevant stakeholders include public and private operators of transport services, including city bus and metro rail transit authorities and paratransit operators. Finally, the end users, especially women, gender and sexual minorities, and persons with disabilities, have varying demographic characteristics and travel needs.

The project also aims to sensitise government authorities and CSOs on the need for gender-responsive transport systems while building their capacities. This will involve training and capacity building of government authorities and CSOs and the development of knowledge products.

In this context, UEMI is seeking the support of a local contractor to provide thematic expertise to perform on-ground tasks related to the MobiliseHER project in Kochi, Kerala, the project city led by UEMI.

2.1 Target Groups

The proposed action aims to engage and benefit various key stakeholders, with a primary focus on three main groups in Indian cities:

- Civil society organisations (CSOs) are a key target group, including organisations working on urban transport, gender-based issues, and participatory governance.
- State and local government authorities are another key target group, including regulators, transport planning agencies, public and private transport service operators, and elected and appointed local and state government representatives.
- Women, girls, and gender (and sexual) minorities are the primary beneficiaries of this action, while secondary beneficiaries include other underserved or marginalised demographic groups such as people with disabilities, the elderly, etc.

2.2 Impact of the project

As mentioned in its proposal to EuropeAid by UEMI and the partners, the project's impact is mentioned below.

Overall impact: The project aims to contribute to developing more equitable and inclusive urban transport systems, which have traditionally been less accessible for women, gender and sexual minorities, people with disabilities and other marginalised groups. The project also delivers additional impacts.

Technical Impact: The project contributes to accessible and inclusive transport systems in Indian cities (SDG 11.2), by enhancing the technical skills and capacity for gender-responsive mobility among CSOs and government authorities. CSOs will be trained to facilitate participatory mobility research with communities, advocate for gender-responsive mobility, and engage with policymakers and transport authorities to represent under-represented groups. Government authorities will be sensitised on gender-responsive transport systems through participatory approaches. CSOs and government authorities can transform their newly acquired capacity into practice by developing Gender-responsive Mobility (GMP) frameworks.

The project enables a data-driven approach to decision-making by collecting robust and first-of-its-kind, gender-disaggregated data in the project cities. The measures jointly identified by CSOs and government authorities are tested and validated through co-developed pilot demonstration actions that cultivate an equal sense of ownership among all stakeholders. The “Leaders in Gender-responsive Mobility Planning” program identifies and trains additional local champions for gender-responsive planning.

Economic Impact: A gender-responsive mobility system that is safe, reliable and affordable can help women, gender (and sexual) minorities, and other beneficiaries access better educational and employment opportunities for economic empowerment. A more inclusive urban transport sector can also employ women and other gender minorities, becoming a source of economic opportunities.

System improvements for more gender-responsive mobility also benefit other mobility users, resulting in a shift to low-carbon transport and impacting the overall liveability and productivity of a city.

Social Impact: The project will improve bottom-up participation and community representation through strengthened CSO engagement in gender-responsive mobility. Empowered CSOs can deliver better advocacy for gender-responsive mobility systems supported by valid and robust data. Policymakers sensitised through this project will also encourage CSO engagement to seek public opinion, bringing a synergistic partnership between CSOs and government officials.

Overall, by working towards dismantling discriminatory practices in transport planning, improving women's safety in transport systems and public spaces, providing better access to opportunities for women, and promoting policymaking for more equitable mobility systems, this project will contribute to several targets under SDG 5.

Policy Impact: The project is expected to contribute to more inclusive policymaking in urban transport in India. Assessing existing frameworks reveals gender-responsive mobility challenges and opportunities. Gender-inclusive mobility plans guide inclusive policies in project cities and states. Policymakers gain awareness, and champions drive action and funding for gender-responsive mobility. In addition, community representatives and CSOs raise awareness and advocate for more gender-responsive mobility, creating a positive

feedback loop. This leads to more receptive government authorities and accelerates implementation.

3 Project objective and indicators

Project objective of MobiliseHER: Decent work and safe cities for women, gender and sexual minorities in India

To achieve the objective, the project has the following Outcomes

Outcome 1: Increased engagement of CSOs, national/local governments and local communities on gender-responsive mobility planning

Indicators:

- a. Number of targeted CSOs that actively engage with communities and government authorities on gender-responsive mobility planning
Base: 0, none
Target: 30 CSOs in all three cities by 2026
Source: Engagement reports, participants lists and the Project Management Information System (MIS).
- b. Number of representatives of government authorities in project cities that engage with communities and CSOs in their assessment and articulation of gender-differentiated mobility needs using participatory methodologies
Base: 0, none
Target: 15 representatives of government authorities by 2026
Source: Engagement reports, participants lists and the Project Management Information System (MIS).

Outcome 2: Improved gender responsiveness of mobility systems in Indian cities

Indicators:

- a. Number of cities adopting gender-responsive mobility measures developed with inputs from CSOs.
Base: 0, no cities
Target: 3 cities by 2026
Source: Project MIS, announcements from city authorities
- b. Number of non-pilot cities expressing interest or committing to developing gender-responsive measures influenced by the project results.
Base: 0, no cities
Target: 10 cities by 2026
Source: Baseline and endline surveys and the Project Management Information System (MIS).

4 Tasks to be performed by the contractor

As mentioned earlier, the MobiliseHER project will work in 3 Indian cities, of which UEMI will work with one project city (Kochi, Kerala) to realise the envisaged outcomes described under section 3. To address the two (2) outcomes, the project has further defined four (4) outputs as follows. These outputs will be the source of activities for the contractor.

- Output 1.1: Improved capacities of CSOs, national and local government on gender-responsive mobility planning and governance.
- Output 1.2: Increased awareness of CSOs, key stakeholders and local communities of gender-responsive mobility systems.
- Output 2.1: Increased availability for policymakers and stakeholders of gender-disaggregated mobility data and gender-sensitive analysis of mobility systems in pilot cities.
- Output 2.2: Improved availability to policymakers and key stakeholders of gender-responsive mobility framework models and applicable solutions at the city level.

The contractor who will work in Kochi will be responsible for providing the following services:

4.1 Stakeholder engagement and capacity building

The contractor shall support UEMI and the concerned project partners in

- a. Mapping civil society organisations (CSOs) focusing on gender issues and urban mobility in Kochi. The CSOs identified in this stage will be engaged throughout the contract. The target is at least 10 CSOs by the end of 2024.
- b. Participate, if required, conduct meetings with the CSOs to build trust, gather information and understand priorities. The meeting may be held in English or Malayalam, depending on the majority preference of the CSOs.
- c. Support curating and conducting technical capacity building for CSOs in Kochi (including producing the necessary material). These activities shall be conducted in English or Malayalam, depending on the CSOs, while the material produced for the workshops will be in both languages. At least 15 CSOs will have received capacity building by the end of 2025.
- d. Support identifying key government stakeholders responsible for urban transportation in Kochi.
- e. Support curating and conducting capacity building of at least 15 government stakeholders in Kochi by the end of 2025 (including producing the necessary material). These workshops shall be conducted in English or Malayalam, depending on the request of the government stakeholders. The material produced for the workshops will be in both languages.
- f. Arrange, participate in, and, if necessary, lead meetings with the government stakeholders for regular project updates, along with UEMI.
- g. Document the results of all meetings with the CSOs and the government officials relevant to the project in English.

4.2 Data Collection and Analysis

The contractor shall provide technical support, the following tasks:

- a. Map urban mobility data collection processes in project cities in coordination with the other project partners.
- b. Analyse the local transport policies, plans and regulations relevant to urban mobility and gender. The analysis will identify areas with gaps in data and information, leading to inputs to mobility surveys that will be conducted.
- c. Support curating and overseeing the execution of mobility pattern surveys that UEMI will commission in Kochi to collect travel pattern data.

- d. Analyse the data from the mobility pattern surveys and document the analysis with the analysis of the local transport policies, plans and regulations. The result will be documented as a technical report (in English and Malayalam) with detailed recommendations for the government are drawn in consultation with the CSOs involved in the project.
- e. Conducting at least 25 focus group discussions at the neighbourhood level with the participation of the CSOs identified in 4.1(a).
- f. Curating and executing at least 8 participatory urban appraisals (PUA) in Kochi involving the CSOs and government stakeholders.
- g. Conducting at least 25 key informant interviews (KIIs) in each project city.
- h. Document the results of each activity mentioned above.

4.3 Participatory approach

The contractor shall:

- a. Support curating and conducting at least 8 ideation roundtables in Kochi, involving the CSOs and government stakeholders to generate discussion and identify potential solutions to address gender-responsiveness.
- b. By 2026, involve at least 50 representatives from citywide CSOs through online platforms and other innovative communication channels to solicit broader discussion on gender responsiveness in urban mobility.
- c. Support developing and implementing a co-creation framework through co-creation workshop(s) involving CSOs, government agencies, and other relevant stakeholders.
- d. Based on the results of the various workshops and discussions, provide potential ideas for pilot activities that can be implemented by local CSOs or in partnership with the local CSOs.
- e. Support developing strategies for gender-responsive mobility plans at a city level and engage in discussions with the CSOs and the government stakeholders to encourage the formal adoption of the suggested policies.
- f. Document the results of each activity mentioned above.

4.4 Knowledge Products

The contractor shall:

- a. Support in developing at least three (3) technical studies and at least six (6) policy briefs for sensitising government officials and CSOs on gender-responsive mobility practices.
- b. Support in developing at least (4) articles and at least eight (8) news briefs for the project website and other communication channels based on the needs of the project partner responsible for project communication.
- c. Participate in, and support the curation of, at least two (2) EU-India policy dialogues organised in India by UEMI.
- d. Participate in at least one (1) national and one (1) state-level convening held by the project to share the project results.
- e. Develop a concept for at least one public exhibition demonstrating the gender-responsive mobility objectives to the public.
- f. Support the implementation of at least one public exhibition on gender-responsive mobility targeted at the general public to share the project activities.

4.5 Deliverables and reporting

The contractor shall submit a progress report every 6 months from the contract's start. The report will detail the state of the tasks mentioned in section 3 and an update on each task. The reports shall be delivered in English, along with all attachments (studies, protocols, policy documents and other relevant material).

A final report will be submitted at the end of the contract. This report will include the overall progress of all tasks, lessons learned and recommendations for future work. The recommendation shall be made for both the city and for UEMI.

An inception report will be provided no later than four (4) weeks from the start of the assignment, stating a general outline, an operational plan, a proposed timeline and the milestones and concrete deliverables agreed upon with the UEMI project lead.

UEMI shall approve all deliverables prepared for public consumption.

5 Period of Assignment

The contractor's services shall be required from 01 July 2024 until 31 January 2027.

The core technical tasks are expected to be finished by 31 December 2026, and the reporting period is until 31 January 2027.

6 Concept

6.1 Methodological approach

In the technical offer, the bidder shall show how the tasks defined in Section 4 will be achieved based on their experience. The technical offer will also clearly define the methodological approach to achieving the tasks, with a clear description of the system for service delivery and a proposed time frame.

The bidder shall explain and depict their contribution to the project's knowledge management.

6.2 Project Management

The bidder shall explain their approach to coordination.

- The contractor is responsible for selecting, preparing, training, and steering the experts assigned to perform the advisory tasks.
- The contractor makes equipment and supplies (consumables) available and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of UEMI.
- The contractor reports regularly to UEMI in accordance with the General Terms defined by UEMI.

In addition to the reports required according to the General Terms, the contractor submits the following reports:

- Contributions to reports to UEMI's commissioning entity, i.e. EuropeAid
- Brief monthly reports on the implementation status of the project (1-2 pages)

The bidder is required to describe its backstopping concept. The following services are expected to be a part of backstopping. The costs related to these must be factored into the fee of the staff listed in the bid:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between UEMI and field staff
- The contractor's responsibility for seconded personnel
- Process-oriented steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on-site

7 Personnel Concept

UEMI is looking for a firm operating in India, preferably in Kochi, to provide high-quality experts for this tender. The result's overall coordination and quality must be assured through a Team Leader.

The personnel proposed shall include one Team Leader and at least two local experts. All the experts need to prove working experience in Kochi, Kerala.

Depending on the need of the tasks, the contractor may include short-term staff for specific tasks, in which case the CVs of the short-term staff need to be approved by UEMI prior to the engagement of the expert.

The qualifications of the staff mentioned below represent the requirements to achieve the maximum possible points.

Team Leader

The Team Leader will be the main point of contact between the UEMI and the local team and will be responsible for the quality of delivery of the tasks the contractor is involved in. The main tasks/requirements of the coordinator are (the numbers in the parenthesis refer to the allocation in the Assessment grid):

- a. Coordination and management:
 - Coordinating and managing the tasks, including coordinating assignments and steering
 - Regular reporting to UEMI
 - Providing inputs to UEMI's commissioning entity
- b. Technical Tasks
 - Quality management of the results of the tasks
 - Provide backstopping for the UEMI team or a project partner on thematic questions and recommendations on key decisions
 - Present project results and participate in discussions at key project-related events

Qualification

- c. General Qualification (2.1.1)

- Master's degree in urban planning, political sciences, social sciences or equivalent
 - Excellent communication skills
 - Experience in gender-related work is desirable
- d. Language skills (2.1.2)
- Fluent in English
 - Fluency in Malayalam
- e. Professional Experience (2.1.3)
- At least 10 years of experience in project management
 - At least 7 years of experience working in interdisciplinary teams
- f. Specific professional experience (2.1.4)
- At least 7 years of experience working in sustainable urban mobility
 - At least 7 years of experience working with CSOs and government stakeholders
- g. Experience in India (2.1.5)
- At least 7 years of working experience in India

Technical Expert

The Technical Expert will be responsible for executing the on-ground tasks the contractor is involved. The technical expert will be broadly responsible for overseeing the tasks mentioned in 4.2 and 4.4 and, more specifically, for the following:

- a. Coordination and management:
- Support the team leader in the project tasks and reporting
- b. Technical Tasks
- Lead the thematic discussions with the CSOs and government stakeholders
 - Provide recommendations and suggestions to be included in action plans and policy guidelines
 - Support the team and the respective partner involved in leading focus group discussions
 - Represent the team in technical discussions and meetings
 - Curate and conduct technical sensitisation workshops in Kochi
 - Oversee the development of the knowledge products and even develop some knowledge products, e.g. policy briefs, news articles

Qualification

- c. General Qualification (2.2.1)
- Master's degree in urban planning, political sciences, social sciences or equivalent
 - Excellent communication skills
 - Experience in gender-related work is essential
- d. Language skills (2.2.2)
- Fluent in English
 - Fluency in Malayalam
- e. Professional Experience (2.2.3)
- At least 5 years of experience in project management
 - At least 7 years of experience working in interdisciplinary teams
- f. Specific professional experience (2.2.4)

- At least 7 years of experience working in sustainable urban mobility
 - At least 7 years of experience working with CSOs and government stakeholders
 - At least 5 years of experience in gender-related work
- g. Experience in India (2.2.6)
- At least 7 years of working experience in India

Participation Expert

The Participation Expert will be the main contact point for the CSOs and will be responsible for overseeing the tasks related to the participatory involvement of the various project stakeholders. The participation expert will be broadly responsible for overseeing the tasks mentioned in 4.1 and 4.3 and, more specifically, for the following:

- a. Coordination and management:
- Support the team leader in the project tasks and reporting
- b. Technical Tasks
- Provide suggestions and recommendations on the stakeholder mapping.
 - Identify the needs of the CSOs and the government stakeholders and incorporate them into the capacity-building plan.
 - Support in the participatory urban appraisals in the project and lead and steer discussions.
 - Provide recommendations and suggestions on developing the gender-responsive mobility plan, these decisions will be based on the collected data.
 - Oversee the execution of the data collection activities and surveys.
 - Provide backstopping or technical partner for UEMI team on thematic questions and recommendations on key decisions.
 - Curate and steer the co-development, co-creation and ideation workshops with CSOs.

Qualification

- c. General Qualification (2.3.1)
- Master's degree in urban planning, political sciences, social sciences or equivalent.
 - Excellent communication skills.
 - Experience in stakeholder consultation and participatory approaches is essential.
 - Experience in Living Lab frameworks is desirable.
- d. Language skills (2.3.2)
- Fluent in English
 - Fluency in Malayalam
- e. Professional Experience (2.3.3)
- At least 5 years of experience in project management
 - At least 7 years of experience working in interdisciplinary teams
- f. Specific professional experience (2.3.4)
- At least 7 years of experience working in stakeholder engagement
 - At least 7 years of experience working with CSOs and government stakeholders
 - At least 5 years of experience in designing and implementing participatory approaches
- g. Experience in India (2.3.6)

- At least 7 years of working experience in India

Junior Expert

The Junior Expert will be responsible for supporting the senior experts in the day-to-day technical tasks of the project. The junior technical will work in all areas mentioned under 5, and:

Specific tasks:

- Supporting the senior management in reporting
- Lead the thematic discussions with the CSOs and government stakeholders
- Provide recommendations and suggestions to be included in action plans and policy guidelines
- Support the team and the respective partner involved in leading focus group discussions
- Represent the team in technical discussions and meetings
- Curate and conduct technical sensitisation workshops in Kochi
- Oversee the development of the knowledge products and even develop some knowledge products e.g. policy briefs

Qualification

- General Qualification (2.4.1)
 - Bachelor's degree in a relevant field like urban planning, public policy, social sciences, or gender studies.
 - Prior experience with data collection, analysis, and reporting is desirable.
 - Experience with participatory approaches and community engagement methods.
- Language skills (2.4.2)
 - Fluent in English and Malayalam
- Professional Experience (2.4.3)
 - At least 3 years of experience in project management
 - At least 3 years of experience working in interdisciplinary teams
- Specific professional experience (2.4.4)
 - At least 1 years of experience working in sustainable urban mobility
 - At least 2 years of experience working with CSOs and government stakeholders
 - At least 1 years of experience in gender-related work
- Experience in India (2.4.6)
 - At least 5 years of working experience in India

8 Costing requirements

The work performed by the contractor shall be both desk research and fieldwork (in Kochi). Due to the need for regular contact and coordination with the local stakeholders, it is expected that a major part of the team will be based in Kochi.

The contractor shall provide in their budget the amount of time (in person-months) each expert will be available in the project.

No separate budget is allocated for the travel of non-local teams to Kochi, unless agreed and approved by UEMI prior to the travel.

The table below shows an estimated personnel effort required for each team member mentioned in 7. The contractor can provide additional experts and support staff, in which case their rate will be included in the fee. The addition or omission of the support staff will not influence the scoring in the technical evaluation.

	Number of total Person Months (PM) (up to)
Team Leader	20 PM
Technical Expert	25 PM
Participation Expert	25 PM
Junior Expert	29 PM

Travel

UEMI has allocated a total budget of up to **EUR 10,000** for events where the contractor is required. This budget includes all travel and associated costs (flight costs and per diem, which includes accommodation, daily allowance, and local transport costs)

UEMI may request the contractor to participate in national and international missions. The travel cost shall be reimbursed to the contractor following the UEMI travel guidelines.

For information on daily allowances and accommodation expenses, refer to the German Federal Ministry of Finances travel cost regulation (Bundesreisekostenrichtlinie).

Logistics for the events

Several events are envisaged as a part of this tender. The contractor is responsible for reaching out to the potential participants of such an event. The contractor will consult UEMI for recommendations on any specific venue and equipment requirements.

Contingency

A contingency of **EUR 10,000** is set aside in the budget. Use of the contingency must be approved in writing by UEMI before the costs in question are realised. The payment under this category will be released only against proof.

Equipment costs

Under this contract, no purchase of equipment or office space rental is foreseen. If the contractor must bear any such costs, these costs are to be included in the fee rather than as an additional category in the budget.

Expendable goods

No purchase of expendable goods is foreseen as a part of this contract. If any such purchase is required, it needs prior approval of UEMI, which needs to be justified by a strong reasoning for the need for such expendable goods.

9 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 (Section 6) is to be organised according to the positively weighted criteria (not with zero) in the assessment grid.

The technical bid must be in English, legible (font size 11 or larger) and formulated clearly.

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

The CVs of the personnel proposed according to Section 7 of the ToRs must be submitted using the format specified in the terms and conditions for application (Europass format). The CVs shall not exceed four (4) pages. The CVs must clearly show the position and job, the proposed person held in the reference project and for how long.

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 precisely on the costing requirements. In the contract, the contractor has no claim to exhaust the days/travel/workshops/ budgets fully. 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 (Annex V).