

Terms of Reference (ToRs) for “Development of Induction Training System for Scientists and Engineers of CPCB”

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**Project number/
cost centre:
18.2074.5-001.00**

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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

GIZ is engaged in the field of international cooperation for sustainable development and international education work, dedicated to shaping a future worth living around the world. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development in more than 120 countries worldwide.

Under the Indo German Development Cooperation, a project on "Sustainable and Environment-friendly Industrial Production II" (SEIP II) is being implemented from March 2019 to February 2022 with a focus on industrial wastewater management. The objective of the SEIP phase 2 project is, "The strategic and operational governance structures of the Indian Government to effectively combat water pollution from industrial wastewater are strengthened." The SEIP II phase works on the following main outputs:

- **Output 1:** The need for adaptation of the legal basis and rules and regulations to combat industrial wastewater pollution is identified.
- **Output 2:** Prerequisites for strengthening governance structures in the field of industrial wastewater have been established.
- **Output 3:** Prerequisites for implementing incentive mechanisms to promote key elements of sustainable industrial production, in particular in the area of industrial wastewater, has been established.
- **Output 4 & 5:** Experiences of the strengthening of governance structures to effectively combat water pollution from industrial wastewater are disseminated to affected actors.

For further information, refer to <http://seip.urban-industrial.in/>.

SEIP II Project works at the national level with the Ministry of Environment, Forest and Wildlife, Government of India and with the Central Pollution Control Board, and at State level with the industrial development corporations and state pollution control boards of Uttarakhand, Bihar and West Bengal. Several activities are taken up under the SEIP II project in 2019-2020 (ref. to <http://seip.urban-industrial.in/>) for the activities planned under various outputs of the SEIP II project.

The Central and State Pollution Control Boards are involved in enforcing measures for prevention and control of pollution and environment protection in India. The staff structures include scientists and engineers of Grade A in various levels and those in other grades of B and C. There have been growing challenges to deal with the assigned mandates and functions of these regulatory agencies due to increased tasks as well as limited staff strengths. There is a need build their competencies so that the required statutory functions are well performed. There is a need to assess their competency development requirements with the National Skills Qualifications Framework (NSQF) as the benchmark.

The Department of Economic Affairs (DEA), Ministry of Finance (MoF) issued a gazette notification (Refer: <https://www.msde.gov.in/nsqf.html>) on 27th December 2013 detailing the National Skills Qualifications Framework (NSQF). NSQF is a competency-based framework that organizes all qualifications according to a series of levels of knowledge, skills and aptitude. These levels, graded from one to ten, are defined in terms of learning outcomes which the learner must possess regardless of whether they are obtained through formal, non-formal or informal learning. NSQF details out for different job levels:

- Process required – for example, job level 6 of NSQF process is defined as, “demands wide range of specialised technical skill, clarity of knowledge and practice in broad range of activity involving standard and non-standard practices”. It is a summary of four other attributes given below.
- Professional knowledge – for example, job level 6 requires the person to have factual and theoretical knowledge in broad contexts within a field of work or study.
- Professional skill - for example, job level 6 requires the person to have a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study.
- Core skill - for example, job level 6 requires the person to be reasonably good in mathematical calculation, understanding of social, political and, reasonably good in data collecting organising information, and logical communication
- Responsibility - for example, job level 6 requires the person to have responsibility for own work and learning and full responsibility for other's works and learning.

After the 5th anniversary date of the notification of the NSQF (27.12.2018), it has become mandatory for all training/educational programmes/courses to be NSQF-compliant.

There is a need to identify to which job levels the Grade A scientists and engineers of CPCB fall under and assess the requirements of process, professional knowledge, professional skill and responsibility. Accordingly, an appropriate induction training system is required to be developed to build the competencies of these scientists and engineers. Based on the developed system, training modules will be required to be undertaken in alignment with NSQF.

In addition to the references from the Government of India's notification for the adoption of NSQF by central and government agencies by 2019, international examples exist such as for example, UK Environment Agency uses "Environment Officer Candidate Information Pack" to protect and improve the environment through appropriate orientation, training, professionalism, and dedication of their staff. (Refer: https://www.therrc.co.uk/sites/default/files/files/news/candidate_information_pack_-_environment_officer.pdf).

GIZ proposes to engage a competent national consulting firm or training institution to develop the Induction Training system for the scientists and engineers of CPCB (especially new recruits), so as to build competencies for protecting and improving the environment. The Terms of Reference are given below.

2. Tasks to be performed by the contractor

2.1 Objective of the consultancy services

The objective of the consultancy services is to develop an Induction Training system for the scientists and engineers of CPCB including development of training modules and its implementation on pilot basis. The purpose of the Induction Training is to ensure that the new recruits as well as existing staff (scientists and engineers) are properly oriented and inducted to undertake their jobs well. This should help in proper induction and onboarding of the staff into CPCB.

The main requirements of the Induction Training are given below.

- The training system should be aligned to NSQF and the organisational requirements of CPCB.
- The training system to cover: a) training needs assessment, b) training modules development, c) implementation of training on pilot basis, d) qualification certificate from SCGJ (Skills Council for Green Jobs).
- Target group – Grade A scientists and engineers of CPCB. To cover appropriate job levels (e.g. level 5,6,7) of Grade A scientists/engineers (Scientist B, C, D, E etc., Assistant Environmental Engineer, Environmental Engineer, Senior Environmental Engineer etc.). Induction training is meant for new recruits as well as to act as refresher course for the existing staff. The training needs to be identified and the training system developed accordingly.

Note: Lab skills and lab staff are not part of the scope.

- Induction training to cover the required orientation on various competency aspects of the staff covering the following (Ref. NSQF):
 - a) Responsibility: Making staff aware of their responsibilities and training them on fulfilling their responsibilities effectively and efficiently. Includes accountability for actions; nature of working relationships; managing change; and level of responsibility for self and others.
 - b) Professional Knowledge: Professional knowledge needs of the staff to fulfil their responsibilities effectively and efficiently. Includes various functional areas such as advising role to government, pollution control planning, enforcement and compliance monitoring, development of standards, legal matters including court cases and complaints etc.
 - c) Professional Skill: Professional skills needs of the staff to fulfil their responsibilities effectively and efficiently. This includes topics of performance management (organisational and individual supervisory staff), teams management, stakeholder's cooperation, project/activity management, approach to problem solving etc.

- d) Core skills: Core skills of the staff to fulfil their responsibilities effectively and efficiently. This includes communication skills involving written, oral, literacy and numeracy skills and presentation skills, understanding of prevailing social, political and natural environment, interpersonal skills and generic skills, negotiation skills, documentation skills etc.

Some examples of potential topics are:

- a) understanding responsibilities of individual staff - performing individual duties and responsibilities, reporting, annual goals, performance measurement, training etc.,
- b) understanding organisational responsibilities - about CPCB, statutory functions of CPCB, organisational aspects (MoEFCC, SPSCBs, PCCs, sectoral ministries, expert agencies etc.), performance management aspects of CPCB, dealing with court matters and public complaints,
- c) knowledge enhancement for the staff to be able to perform well - on legal framework aspects for environmental enforcement and compliance, incentives structures/mechanisms for environmental management, available knowledge products (guideline, reference documents etc.), technical aspects of pollution control, communication skills (presentations, writing, emails etc.), data security, application of ICT tools, planning and implementing training programmes etc.
- d) core skills such as staff management (ACRs, staff management, entitlements etc.), capacity building for self and staff, activity/project management, integrity aspects, sexual harassment and redressal aspects, dealing with court matters and public complaints, transparent decision making processes, stakeholder engagement etc., and
- e) core to fulfil their responsibilities effectively and efficiently - communication skills involving written, oral, literacy and numeracy skills and presentation skills, negotiation skills, interpersonal skills and generic skills, negotiation skills, documentation skills etc.

Trained staff should obtain SCGJ/NSDC qualification certificate by passing the qualifying examination. The consultants are required to collaborate with SCGJ/NSDC from the beginning.

2.2 Broad scope of the consultancy services

- 1) The key components of the proposed training system to be developed by the consultants are:
 - a) training needs assessment,
 - b) training modules and training kits/aids development,
 - c) implementation of training on pilot basis, and
 - e) qualification certificate from SCGJ (Skills Council for Green Jobs).
- 2) Training needs assessment to be undertaken in line with NSQF – functions/responsibilities; training needs on professional knowledge, professional skills and core skills. The training needs to be looked into for the new recruits as well as for existing staff within the identified

target group (Group A scientists and engineers of CPCB). This training to cater to the induction and onboarding requirements as well as serve as a refresher course.

- 3) Development of training modules corresponding the identified training needs. The training modules should also be aligned to SCGJ requirements - required number of learning hours, theory sessions and practice sessions requirements, certification requirements.
- 4) Includes development of a Training Handbook as a reference document for the participants as well as the trainers with the training content, and the development of supportive training kits/aids such as presentations (ppts), recorded videos of experts/resource persons etc.
- 5) Conduct an induction training (2 nos of training programmes) on pilot basis covering upto 50 nos. of staff from CPCB and provide SCGJ certificate to the successful participants.
- 6) Conduct a Training of Trainers (ToT) course for the training Division of CPCB as well as a few potential training institutions that can implement Induction Training.

2.3 Specific tasks to be performed by the consultant

The tasks to be performed by the consultant are given below.

<p>Main Task 1: Training needs assessment</p>	<p>Sub-task 1: Consultations shall be carried out by the Consultant with the Skill Council for Green Jobs (SCGJ) of the National Skill Development Corporation (NSDC) to understand the requirements of training, training contents, training handbook etc. as well as examination requirements for qualification (certification) purpose.</p> <p>Please take into consideration that the training modules and the Training Handbooks to be developed shall be in accordance with the requirements of NSQF and SCGJ.</p> <p>Please also note that the participants shall obtain a qualification certificate from SCGJ after successful completion of the training and passing examination as conducted by SCGJ.</p> <p>Sub-task 2: Collect relevant information on of Grade A scientists and engineers of CPCB:</p> <ul style="list-style-type: none"> » NSQF job levels applicable » Number of staff in each NSQF job level » For each job level: <ul style="list-style-type: none"> – Process – existing and required – Professional knowledge existing and required – Professional skill existing and required – Core skill existing and required – Responsibility existing and required
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	<p>Sub-task 3: Undertake training needs assessment for induction of new recruits of Grade A scientists and engineers of CPCB in line with NSQF:</p> <ul style="list-style-type: none"> » Process – requirements » Professional knowledge development needs » Professional skill development needs » Core skill development needs » Responsibility requirements <p>Needs assessment should take into consideration the mandates of CPCB under various environment laws as well as the responsibilities and performance requirements of the staff.</p> <p>>> Deliverable: Draft Training Needs Assessment Report for induction training.</p> <p>Sub-task 4: Validate the draft Training Needs Assessment Report with CPCB. Seek written comments and suggestions.</p> <p>Sub-task 5: Finalise the Training Needs Assessment Report.</p> <p>>> Deliverable: Training Needs Assessment Report for induction training.</p>
<p>Main Task 2: Development of training modules</p>	<p>Sub-task 1: Detail out an outline of the proposed training modules. Briefly details out what should be the contents of each of these modules, their intended objectives and the learning outcomes, hours of training required for theory and practice etc.</p> <p>These modules for example, contents as given as example in Section 2.1. The modules may include:</p> <ul style="list-style-type: none"> • Basic orientation modules - about CPCB, framework aspects etc. • Professional knowledge modules - related to broad contexts within the area of prevention and control of pollution and environment protection. For example, wastewater, waste, clean air, monitoring, environmental laws/rules etc. • Professional skills modules - how to generate solutions to specific problems in the field of prevention and control of pollution and environment protection. For examples, permit procedures, dealing with complaints, dealing with non-compliances, data collecting, organising information etc. • Core skills modules - communication skills, management skills, documentation skills, results/outcome monitoring etc. • Orientation to responsibilities and performance - for example, performing job effectively and efficiently, leadership, assessment of performance of staff, leading teams etc.

	<ul style="list-style-type: none"> • And other relevant modules decided as per the assessment of training needs and competency development needs <p>Please also refer to Section 2.1 above.</p> <p>These training modules shall be in accordance with the requirements of the Skill Council for Green Jobs (SCGJ) of the National Skill Development Corporation (NSDC). Necessary consultations shall be carried with SCGJ beforehand.</p> <p>>> Deliverable: Report on Outline of the Training Modules for Induction Training.</p> <p>Sub-task 2: Validate the draft report on Outline of the Training Modules for Induction Training with CPCB. Seek written comments and suggestions.</p> <p>Sub-task 3: Finalise the report on Outline of the Training Modules for Induction Training.</p> <p>>> Deliverable: Report on Outline of the Training Modules for Induction Training.</p> <p>Sub-tasks 4: Develop draft Training Handbook corresponding the identified training needs with the required training modules. The training modules should also be aligned to SCGJ requirements - required number of learning hours, theory sessions and practice sessions requirements, certification requirements.</p> <p>The training modules to be brought out in the form of a draft Training Handbook for using in implementing Induction Training both by the participants as a reference material as well as by the training.</p> <p>Note that the participants shall obtain a qualification certificate from SCGJ after successful completion of the training and passing examination as conducted by SCGJ.</p> <p>>> Deliverable: Draft Training Handbook with training material</p> <p>Sub-task 5: Validate the draft training material and the Training Handbook modules with CPCB. Seek written comments and suggestions. Accordingly finalise the Training material and the Training Handbook.</p> <p>>> Deliverable: Training Handbook with training material</p> <p>Sub-tasks 6: Develop supportive training kits/aids such as presentations (ppts), short recorded videos (multimedia videos) of experts/resource persons etc. for implementation of the Induction Training and use both by the participants as well as the trainers.</p>
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	>> Deliverable: Supportive training kits/aids
Main Task 3: Conducting of a pilot Induction Training	<p>Sub-task 1: Conduct induction training (2 nos) for upto 50 participants using the Training Handbook and training kits/aids developed.</p> <p>Note that the participants shall obtain a qualification certificate from SCGJ after successful completion of the training and passing examination as conducted by SCGJ.</p> <p>>> Deliverable: Training reports (2 nos)</p> <p>Sub-task2: Conduct a Training of Trainers (ToT) course for the training Division of CPCB as well as a few potential training institutions that can implement Induction Training.</p> <p>>> Deliverable: Training report (1 no)</p>

2.4 Duration of the consultancy services

April 2021 to November 2021

2.5 Deliverables

The following deliverables are expected from the consultant within the below-given timelines.

S. No.	Deliverables	Timeline
1	Deliverables as per Main Task 1: a) Draft Training Needs Assessment Report for induction training b) Final Training Needs Assessment Report for induction training	April 30, 2021 May 31, 2021
2.	Deliverables as per Main Task 2: a) Draft report on Outline of the Training Modules for Induction Training b) Report on Outline of the Training Modules for Induction Training c) Draft Training Handbook d) Final Training Handbook e) Supportive training kits/aids (presentations, videos etc.)	June 15, 2021 June 30, 2021 August 31, 2021 Sept. 30, 2021 October 31, 2021
3.	Deliverable as per Main Task 3: a) Training reports on implemented training for CPCB staff (2 nos) b) Training report on ToT (1 no)	Nov 30, 2021 Nov 30, 2021
4.	Final report on consultancy services provided.	Nov 30, 2021

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).

Management: The bidder is required to prepare and submit: a) the approach and procedure for coordination with/in GIZ project; b) Personnel assignment plan (who, when, what work steps) incl. explanation and specification of expert months; and c) Backstopping strategy (incl. CVs of the technical and administrative back stoppers) The evaluation parameters are: (a), (b) and (c) as above. Personnel concept

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 should include information on assignment dates (duration and expert days).

The bidder is required to provide personnel who are suited to filling the positions described, based on their CVs, the range of tasks involved and the required qualifications. The bidder must provide a clear overview of all proposed experts and their individual qualifications in the attached CV format.

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 estimated man-days are given below:

- Total – upto 250 mandays (including 30 travel days)
- Team Leader – upto 25 mandays (Including upto 5 travel days)
- Senior Expert – total upto 100 mandays (including upto 10 travel days)
- A pool of Experts (2 nos.) – total upto 125 mandays (including upto 15 travel days)

Details of responsibilities and qualification requirements of various experts are given below.

4.1 Team Leader – 1 no.

Tasks of the Team Leader

- Overall responsibility for the assignment and timely deliverables.
- Quality assurance of the deliverables.

- Coordination with GIZ, CPCB, SCGJ etc.
- Ensure training implementation with quality.
- Contact point for the GIZ team while executing the contract.

Qualifications of the Team Leader

- Qualifications (2.1.1): Relevant university degree in environment.
- Language (2.1.2): Excellent writing and communication skills in the English language.
- General professional experience (2.1.3): Minimum 20 years' relevant experience in the field of environment.
- Specific professional experience (2.1.4): Specific experience of at least 10 years related to training/skill courses in the environment field.
- Regional experience (2.1.6): Working experience with MoEFCC/CPCB/SCPBs is preferred.

4.2 Senior Expert - 1 nos.

Tasks of the Seniors Expert

- Responsible for all tasks including training needs assessment, development of training material, Training Handbook, supporting kits/aids etc.
- Coordination with GIZ, CPCB, SCGJ etc.
- Ensure training implementation with quality.
- Documentation.
- Resource person in workshops, meetings, stakeholder consultations, training.

Qualifications of the Senior Experts

- Qualifications (2.2.1): Relevant University degree in the field of environment.
- Language (2.2.2): Excellent writing and communication skills in the English language.
- General professional experience (2.2.3): Minimum 20 years' relevant experience in the field of environment.
- Specific professional experience (2.2.4): Specific 10 years of experience in development of training modules/handbooks, implementing training/skills courses.
- Regional experience (2.2.6): Working experience with MoEFCC/CPCB/SCPBs is preferred.

4.3 Pool of Experts – 2 nos.

Tasks of the Pool of Experts

- Carrying out various tasks as assigned by the team leader.
- Data collection and analysis, undertaking field visits/surveys.
- Support in conducting interviews and meetings with CPCB/SPCBs/PCCs officials.
- Support in coordination with different agencies CPCB/SCGJ/GIZ representatives.

- Support in implementation of various tasks including training needs assessment, development of training material, Training Handbook, supporting kits/aids, training implementation etc.
- Writing reports and documents for the assignment.
- Resource person in workshops, meetings, stakeholder consultations, training.

Qualifications of the Pool of Experts

- Qualifications (2.6.1): Relevant university degree in the field of environment.
- Language (2.6.2): Excellent writing and communication skills in the English language.
- General professional experience (2.6.3): Minimum 10 years of relevant experience in the field of environment.
- Specific professional experience (2.6.4): Specific 5 years of experience in development of training modules/handbooks, implementing training/skills courses.
- Regional experience (2.6.5): Working experience with MoEFCC/CPCB/SCPBs is preferred.

The bidder must provide a clear overview of all proposed experts and their qualifications.

4.4 Eligibility Requirements for the Bidders / Firms Participating in the Tender *(please see the enclosed sheet of “Grid for assessing eligibility of consulting firms” for weightage)*

I. Commercial Assessment

- Please provide the legal status of your firm.
- Average annual turnover of the agency or consortium for the last three financial years: at least Euro 50,000.
- The number of employees of the agency or consortium as at 31.12. of the previous year: at least 20 persons.

IIA. Technical Assessment

- The bidder shall have reference projects with a minimum commission value of 20,000 EUR
 - At least 2 reference projects in the technical “Skill Development/Training” in the field of environment in India.
 - At least 2 reference projects with CPCB **in last three years**

II B.1 Technical Experience

- Minimum of 3 years' experience of projects in conducting skill development/training courses
- Minimum of 3 years' experience of projects with environment government agency, CPCB

II B.2 Regional Experience

- Experience of projects with CPCB (Head office, Delhi)

II B.3 Experience of development projects

- Experience of development projects (ODA Financed)

Bidders have to submit the documentary evidence of above mentioned requirements.

5. Costing requirements

5.1 Specification of inputs

The days of engagement during the contract period, travel days, eligible travel allowances, etc. are given below, which can be referred to by the consultant for calculating costs for the financial proposal to be submitted.

Fee days	Number of days up to	Comments
• Preparation/debriefing	01 day	Preparation/debriefing on assignment
• Implementation	249 days	Mandays for taking up the tasks as defined in the TORs. This includes travel days.
Travel expenses	Number of days/nights up to	Comments
• Per diem	30 days	Bidder to quote per diem costs. Note that costs will be reimbursable upto limits as per GIZ rules.
• Accommodation allowance	30 days	Bidder to quote per accommodation costs. Note that costs will be reimbursable upto GIZ permissible limits as per GIZ rules.
Other travel expenses		Comments
• Number of local travels	10	Local travel within India using domestic flights/trains/road trips. The place of assignment is Delhi.
• Number of trips abroad	Nil	
• Local conveyance		Local conveyance by taxi/car/public transport. Note that costs will be reimbursable upto GIZ permissible limits as per GIZ rules.

Flights	Number of flights up to	Comments
• International flights	0	-
• Domestic flights/trains/road trips	10 round trips	Trips to Delhi from any part of India.
Other costs		Comments
Cost for engagement and services of SCGJ (e.g. license fee, certification charges for participants)	1 no.	cost to be included in the proposal.

5.2 Assignment of personnel and travels

Total 250 expert days (including 30 travel days). The bidder is required to calculate the personnel costs and travel costs with the following scope:

	Team Leader (1 no) Incl. travels	Senior Expert (1 nos.) Incl. travels	Pool of Experts (2 nos.) Incl. travels
Development of National Training Plan			
Main Task 1: Training needs assessment	10	20	20
Main Task 2: Development of training modules	10	65	90
Main Task 3: Training implementation	5	15	15
TOTAL	25	100	125

Within these mandays, the travel days are summarised below.

5.3 Workshops/Trainings

The contractor implements the following training programmes:

- a) Conduct an induction training (2 nos of training programmes) on pilot basis covering upto 50 nos. of staff from CPCB and provide SCGJ certificate to the successful participants.

>> Location: CPCB, Delhi; No of participants: upto 50; No. of trainings: 2 nos.; Duration of each training: As per requirements; Training format as per requirements: Combination of Face-to-face, Online, practical homework to individuals

>> Training material/handbook to be made available to participants by the consultant

>> Tea/snacks/lunch during onsite face-to-face training would be CPCB/GIZ responsibility.

The consultant is not required to budget for venue and tea/snacks/lunch at venue.

- b) Conduct a Training of Trainers (ToT) course for the training Division of CPCB as well as a few potential training institutions that can implement Induction Training.

>> Location: CPCB, Delhi; No of participants: upto 15; No. of trainings: 1 no.; Duration of each training: As per requirements; Training format as per requirements: Combination of Face-to-face, Online, practical homework to individuals

>> Training material/handbook to be made available to participants by the consultant

>> Tea/snacks/lunch during onsite face-to-face training would be CPCB/GIZ responsibility.

The consultant is not required to budget for venue and tea/snacks/lunch at venue.

4. Inputs of GIZ

GIZ is expected to make the following available:

- Provide necessary input documents as may be available with GIZ.
- Facilitate in establishing contacts with stakeholders.
- Review of reports and approvals.

5. 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 (Section 3 above) is to be organised following the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and formulated. The bid is drawn up in English (language).

The complete bid shall not exceed 30 pages (excluding CVs and other company documents).

The CV of the consultant shall be in accordance with Section 0 of the ToRs and must be submitted using the format specified in the terms and conditions for application. The CV shall not exceed 4 pages. The CV must clearly show the position and job the proposed person held in the reference project and for how long. The CV to be submitted in English (language).

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 aforementioned 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.