

## Invitation to Submit Bids

### Provision of Disability-Inclusive Employment Services for the Private Sector in Jordan

Madiba Consult GmbH, in partnership with the Business Development Center (BDC), invites **for-profit Business Service Providers (BSPs)** to submit bids for the provision of disability-inclusive employment services in Jordan.

This assignment is implemented under the initiative ***Inclusion of People with Disabilities (PWD) with the Private Sector in Jordan***, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ projects; I-PSD and GAIN projects. The initiative is jointly executed by Madiba Consult GmbH and BDC in close cooperation with national partners.

A Business Service Provider (BSP) refers to private-sector business service providers offering services related to business development, such as advisory, training, or consultancy support. The selected Business Service Providers will be responsible for developing and delivering disability-inclusive employment services targeting private sector companies and persons with disabilities. This includes early mobilization and engagement of private sector companies, in coordination with the initiative team and relevant partners, as well as employer-facing advisory services, employability support, and job matching services, implemented through partnerships with civil society organisations and organisations of persons with disabilities (OPDs) working on the economic inclusion of persons with disabilities, including employment, entrepreneurship, and access to the private sector.

**Up to two (2) Inclusion Service Provider Team (ISPT) comprised of the BSP in cooperation with the CSO/OPD will be selected under this call.** Each selected BSP will be contracted separately.

The contract is expected to start on **1<sup>st</sup> March 2026**.

Interested bidders are invited to submit:

- a technical proposal (maximum 5 pages, excluding CVs)
- CVs of the three proposed experts (maximum 4 pages per expert)
- a signed financial offer (lump-sum, including a breakdown per task)
- a signed declaration of eligibility and absence of conflict of interest

Detailed requirements regarding the scope of services, eligibility, costing and evaluation criteria are set out in the **Terms of Reference**, which form an integral part of this invitation.

Bids must be submitted **in English** by end of **16.02.2026** to **tender@maba.co**. Questions regarding this invitation may be submitted in writing until **09.02.2026**. This is an open and competitive procedure; no negotiations are foreseen.

### Madiba Consult GmbH

on behalf of the ***Inclusion of People with Disabilities (PWD) with the Private Sector in Jordan*** initiative (***This invitation is issued electronically and is valid without signature.***)

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**Provision of Disability-Inclusive Employment Services for the  
Private Sector in Jordan**

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## List of abbreviations

<b>BSPs</b>	Business service providers
<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development
<b>GIZ</b>	Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH
<b>ISPT</b>	Inclusive Service Provider Team
<b>MSMEs</b>	Micro, small and medium-sized enterprises
<b>SMEs</b>	Small and medium-sized enterprises
<b>ToRs</b>	Terms of reference

## 1. Context

### ***Provision of Disability-Inclusive Employment Services for the Private Sector in Jordan***

Jordan faces persistent challenges in the **inclusion of persons with disabilities in the labour market**, particularly within the private sector. Despite existing legal frameworks and national commitments to promote the rights of persons with disabilities, labour market participation of job seekers with disabilities remains low due to structural, attitudinal, and capacity-related barriers on both the supply and demand side.

Private sector companies often lack the knowledge, tools, and practical experience to design and implement disability-inclusive employment practices, while persons with disabilities frequently face limited access to employability training, job matching services, and workplace support. At the same time, local business service providers typically concentrate on core business development services and have limited experience integrating disability inclusion, while civil society organisations bring strong inclusion expertise but seldom adopt a business-oriented or employer-focused approach - highlighting an opportunity for greater complementarity and capacity strengthening across both groups.

This assignment is implemented within the framework of the initiative **“Inclusion of People with Disabilities with the Private Sector in Jordan”**, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and Implemented by the GIZ projects I-PSD and GAIN project. The initiative is jointly implemented by **Madiba Consult GmbH** and **Business Development Center (BDC)** in close cooperation with national partners.

The objective of this assignment is **to strengthen the provision of disability-inclusive employment services targeting private sector companies and persons with disabilities**. The services aim to support companies in developing and implementing inclusive employment practices, while simultaneously enhancing employability and job-matching opportunities for job seekers with disabilities.

A Business Service Provider (BSP) refers to private-sector business service providers offering services related to business development, such as advisory, training, or consultancy support. The selected Business Service Providers, in partnership with a civil society organizations and organizations of persons with disabilities (OPDs) that work specifically on the economic inclusion of persons with disabilities, will be responsible for developing and delivering disability-inclusive employment services targeting private sector companies and persons with disabilities. This includes employer-facing advisory services, employability support and job-matching services.

To this end, **two qualified Inclusion Service Provider Teams (ISPT)** comprised of the BSP in cooperation with the CSO/OPD will be selected under this call. The two ISPTs will develop and deliver disability-inclusive employment services in close coordination with the initiative team and relevant partners. Each selected BSP will be contracted separately.

Meaningful disability-inclusive employment cannot be achieved without the leadership and active participation of persons with disabilities themselves. For this reason, the **Jordanian Business Service Providers (BSPs)** will **develop a partnership** with civil society organizations (CSOs) and/or organizations of persons with disabilities (OPDs). Such partnerships will ensure that training delivery and employer engagement are preferably led by persons with disabilities and grounded in lived experience, rights-based perspectives, and

practical realities of the workplace. It also contributes to the transfer of knowledge and leadership to disability-led actors, strengthens the credibility and legitimacy of service delivery, and aligns with the principle of “**nothing about us without us**” embedded in the **UN Convention on the Rights of Persons with Disabilities**. By institutionalizing these partnerships, the initiative ensures that inclusive employment services are both technically sound and socially transformative.

The BSP will serve as the lead contractor, responsible for overall contract management, coordination, and ensuring the timely delivery of all project outputs. In this role, the BSP will lead the development and operationalisation of a disability-inclusive employment service package that integrates employer-facing services with job-seeker support. The BSP will also support private sector companies in designing and implementing disability-inclusive employment plans and practices, including identifying priority inclusion measures and embedding disability inclusion within HR policies, workplace accommodations, and recruitment processes. The CSO, acting as a subcontractor, will lead disability-driven activities focused on enhancing the employability of persons with disabilities through targeted capacity-building initiatives, employability training, and structured job-matching support, including post-placement follow-up to promote retention and career progression. In addition, the CSO will facilitate sustainable linkages between private sector employers and job seekers with disabilities, contributing to improved access to decent and inclusive employment opportunities.

## 2. Objectives

The overall objective of this assignment is to develop, pilot, and institutionalize a dedicated line of disability-inclusive employment services for the private sector. The BSP in partnership with a disability focused CSO, will deliver structured, high-quality, and sustainable services that support employers to recruit, retain, and advance persons with disabilities, while improving employability and job-matching outcomes for persons with disabilities.

The objectives of this assignment are

- Develop and operationalise a **disability-inclusive employment service package** defined in the below section **combining employer-facing services and job seeker services**, with technical support provided by the Madiba Consult and Business Development Center teams, aligned with national legislation and international standards.
- Enhance the employability of persons with disabilities through the implementation of the disability inclusive employment service packages defined in the below section and facilitate the job matching between the benefited companies and job seekers

## **Inclusive Employment Service Package Scope and Type of Services**

The selected Inclusion Service Provider Team (ISPT) shall develop and deliver disability-inclusive employment service packages targeting both private sector companies and persons with disabilities. The services shall be demand-driven, practical, and aligned with the objectives of this initiative.

The scope of services is structured along two complementary service lines: **Employer-Facing Services** and **Job Seeker Services**.

## Employer-Facing Service Packages

Employer-facing service packages aim to support private sector companies in developing and implementing inclusive employment practices for persons with disabilities. Services may include, but are not limited to:

- Disability inclusion audits and organisational readiness assessments
- Advisory services on inclusive HR policies, procedures, and practices
- Support for planning and implementing reasonable workplace accommodations through developing tools, guides and checklists.
- Development of inclusive recruitment, onboarding, and retention processes
- Capacity-building and sensitisation trainings for management, HR teams, and staff on disability inclusion and non-discrimination
- Advisory support on compliance with national legislation (such as Jordanian Labor Laws) and relevant international standards, including the UN Convention on the Rights of Persons with Disabilities (CRPD)
- Skills profiling and job matching for candidates with disabilities

## Job Seeker Service Packages

Job seeker service packages, led by trainers (special preference for trainers with disabilities), aim to enhance the employability and labour market integration of persons with disabilities through targeted capacity-building and employment support measures. Services may include, but are not limited to:

- Employability skills development and capacity-building measures tailored to different disability profiles
- Interpersonal and workplace readiness training
- Job profiling, skills assessment, and job-matching support
- Pre-employment preparation and workplace orientation
- Job coaching and on-the-job support, including follow-up to promote retention and career progression

Where relevant, job seeker services shall be implemented by persons with disabilities in cooperation with specialised civil society organisations.

### 3. Tasks to be performed by the ISPT

The ISPT is responsible for providing the following services:

#### **Task 1: Development of a disability inclusive employment service package**

The ISPT will initiate the task by holding joint inception meetings with the GIZ, Madiba and BDC teams. These meetings will aim to develop a shared and mutually agreed workplan, ensure a clear understanding of the assignment objectives, and align all partners on roles, responsibilities, and coordination mechanisms. A dedicated capacity-building plan will be developed in collaboration with initiative team. Building on these inception discussions and capacity development inputs, the ISPT will refine and update the overall implementation plan

and the Monitoring and Evaluation (M&E) framework. These refined plans will clearly outline work packages, key milestones, timelines, and data collection methods, and will be submitted for review and confirmation by the initiative.

The ISPT shall develop a **structured and modular disability-inclusive employment service package addressing both employer-facing services and job seeker services**. The service package shall be informed by potential private sector clients, aligned with national legislation, relevant international standards, and the objectives of the GIZ Jordan initiative. The package shall be designed to be practical, replicable, cost effective, and suitable for sustainable service provision beyond the initiative duration. The ISPT will develop a transparent costing structure for the services required, including indicative pricing models for post-project delivery, to ensure financial feasibility, scalability, and long-term sustainability of the service package beyond the initiative period.

### Deliverables:

- 3.1 Approved implementation plan, capacity building and M&E frameworks.
- 3.2 Documented disability-inclusive employment service package (modules, target groups, methodology) including employer facing services and job seeker services
- 3.3 Service delivery tools and templates (e.g. assessment tools, checklists, training outlines)
- 3.4 Short service delivery and implementation guideline

## **Task 2: Advisory services to private sector companies on inclusive employment**

From the outset of this task, the **ISPT shall support the mobilisation and engagement of private sector companies** in coordination with the initiative team. This may include contributing to the design and dissemination of calls for company participation, supporting the screening and matching of interested companies, and providing technical input to ensure alignment with the objectives of the assignment. The overall coordination and strategic steering of company mobilisation remain with the initiative team.

Building on this mobilisation, the ISPT, using the service packages developed, will **assess employer needs for advisory and support services**, including capacity gaps related to inclusive recruitment, workplace accommodations, and retention practices. Employers will be introduced to and supported in adopting disability-inclusive employment service packages tailored to their operational needs.

The ISPT shall then **provide advisory services to private sector companies** to support the development and initial implementation of disability-inclusive employment practices. This may include advising companies on inclusive HR policies, recruitment processes, workplace adjustments, and organisational measures. The ISPT shall accompany companies during the planning and early implementation phases, without assuming responsibility for company-internal decision-making. This task aims to support private sector companies in developing and implementing disability-inclusive employment plans through close collaboration with GIZ, Madiba, and BDC teams.

Through this process, the ISPT will work directly with **30 private sector employers to develop customized disability-inclusive employment plans**, ensuring alignment with company structures, labour market realities, and inclusive employment best practices, with technical guidance and coordination support from GIZ, Madiba, and BDC teams. Out of these, at least 20 companies will proceed to implement and document effective inclusion measures.

**Deliverables:**

- 2.1** Disability-inclusive employment plans developed for up to 30 private sector employers mobilised and supported under this assignment, including disability-inclusive employment plans actively implemented by at least 20 private sector employers.
- 2.2** Short documentation of implemented measures and lessons learned per supported company

**Task 3: Enhancing employability and job-matching opportunities for job seekers with disabilities**

The ISPT, will begin by **collecting and analysing data on job seekers with disabilities**, including recent and potential graduates with disabilities from Jordanian universities. This will include profiling the skills, educational backgrounds, employment aspirations, and potential workplace accommodation needs. In parallel, the ISPT will conduct labour market scanning to identify available jobs within the private sector that are suitable for job seekers with disabilities.

In parallel, the ISPT, in collaboration with the CSO, will **design and deliver targeted employability skills training for job seekers with disabilities**. The training will focus on strengthening core competencies required for successful labour market entry, including job search strategies, CV and cover letter development, interview preparation, workplace communication, and professional conduct. The programme will be tailored to different disability types and education levels, ensuring accessibility and relevance, and will incorporate reasonable accommodation considerations. Where appropriate, the training will also address soft skills, digital skills and self-advocacy in the workplace, equipping participants with the practical tools and confidence needed to secure and sustain employment in the private sector.

The ISPT shall coordinate and ensure the **delivery of employability support and job-matching services for persons with disabilities**. Services shall aim to improve employability, workplace readiness, and access to employment opportunities in the private sector. Where feasible, services shall be implemented in cooperation with specialised civil society organisations and delivered by or with the involvement of persons with disabilities.

**Deliverables:**

- 3.1** Employability training and capacity-building measures delivered to at least 40 persons with disabilities
- 3.2** Job-matching and placement support resulting in at least 20 employment placements in the private sector
- 3.3** Follow-up support and short retention notes for placed employees with disabilities.

#### **Task 4: Coordination with Initiative Partners and Stakeholders**

The ISPT shall coordinate closely with the initiative team, implementing partners, and relevant stakeholders to ensure coherent service delivery and alignment with the overall initiative objectives. This includes participation in coordination meetings, capacity building activities, alignment of implementation plans, and contribution to joint activities as required.

##### Deliverables:

- 4.1** Participation in coordination meetings and capacity building with the initiative team and partners
- 4.2** Aligned implementation and coordination inputs as required by the initiative team.
- 4.3** Contribution to joint planning and reflection activities

#### **Task 5: Monitoring, Documentation, and Reporting**

The ISPT shall contribute to the initiative's results-based monitoring system by systematically tracking, documenting and analysing activities, outputs, and results related to the services delivered under the assignment. This will include maintaining accurate records of implementation progress, evidence of beneficiary reach, and outcomes achieved, in alignment with the initiative's results framework and indicators. The ISPT shall provide regular progress updates to the initiative team using agreed reporting formats and timelines and shall support evidence-based learning by capturing challenges, good practices, and lessons learned throughout implementation.

The ISPT shall report regularly to the initiative team in accordance with agreed formats and timelines.

##### Deliverables:

- 5.1** Periodic short progress updates aligned with initiative indicators
- 5.2** Documentation of outputs and results achieved under Tasks 1–3
- 5.3** Final summary report covering activities, results, challenges, and lessons learned

#### **Milestones**

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

<b>Milestone</b>	<b>Deadline</b>
Contract kick-off and alignment meeting with Madiba, BDC and initiative team	28 February 2026

Final disability-inclusive employment service package submitted	31 May 2026
Mobilisation and engagement of private sector companies completed in coordination with the initiative team	30 June 2026
Advisory services to private sector companies initiated	31 July 2026
Employability training and job-matching activities for job seekers with disabilities ongoing	30 November 2026
Completion of service delivery and submission of final report	31 January 2027

The milestone dates may be adjusted in agreement with the initiative team to reflect implementation realities, while maintaining alignment with the overall initiative timeline.

Period of assignment: **From 15<sup>th</sup> February 2026 until 31<sup>st</sup> January 2027.**

## 2. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 3 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the initiative management system for service provision.

### Technical-methodological concept

**Strategy:** The bidder shall describe its strategic approach to delivering disability-inclusive employment services, demonstrating a clear understanding of the needs of both private sector companies and persons with disabilities. The approach should focus on practical, demand-driven and modular services that can be adapted to different company contexts and scaled beyond the initiative duration.

**Cooperation with Civil Society Organisations and Persons with Disabilities:** The bidder shall describe its approach to cooperation with civil society organisations and persons with disabilities in the delivery of job seeker services. This includes clarifying roles and responsibilities, ensuring meaningful involvement of persons with disabilities in service delivery, and demonstrating how collaboration with specialised organisations contributes to service quality and relevance.

**Implementation Logic and Quality Assurance:** The bidder shall briefly outline how the quality of the service delivery will be ensured and how activities and results will be documented. The focus should be on practical quality assurance measures and clear documentation of outputs, without extensive process descriptions.

### Initiative management of the ISPT

- The ISPT is responsible for the selection, preparation, and coordination of its own experts assigned to perform the services under this contract. This includes ensuring that the assigned personnel have the required qualifications and are available in accordance with the agreed work and time schedule.
- The ISPT shall provide the necessary equipment and consumables and shall bear the associated operating and administrative costs.
- The ISPT is responsible for managing costs and expenditures related to its scope of work and for ensuring accounting and invoicing in line with the requirements of GIZ.
- The ISPT shall report regularly to the initiative team in accordance with the applicable General Terms and Conditions of Contract (AVB) for supplying services and work (2020).
- As part of the bid, the ISPT shall submit a personnel assignment plan outlining the proposed experts, their assignment periods (expert days), and the allocation of tasks in line with the work and time schedule.

### 3. 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 6), the range of tasks involved and the required qualifications.

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

## **Capacity Building Specialist (Disability Inclusion, 1 expert)**

## Tasks of the Capacity Building Specialist

- Overall responsibility for the quality and timely delivery of employer-facing advisory services under this contract
- Development and refinement of the disability-inclusive employment service package and service delivery model
- Advisory support to private sector companies, including the development of inclusion action plans
- Design and delivery of capacity-building and sensitisation measures for management and HR staff
- Coordination with Madiba, BDC, initiative partners and relevant stakeholders
- Mobilisation and engagement of private sector companies
- Contribution to documentation and reporting of delivered services and results

## **Qualifications of the Capacity Building Specialist**

- Education/training (2.1.1): Bachelor's degree in business administration, human resources, social sciences, education, or a related field
- Language (2.1.2): Arabic C2-level (required); English B2-level or higher (required)
- General professional experience (2.1.3): At least 5 years of professional experience in capacity building, organisational development, or advisory services for the private sector
- Specific professional experience (2.1.4): At least 3 years of experience in business service provision for SMEs and/or inclusive employment-related services

- Leadership/management experience (2.1.5): Experience coordinating advisory assignments or service delivery activities
- Other (2.1.6): Demonstrated experience in inclusion, diversity, disability, or related social fields

### **Business Development Specialist (1 expert)**

#### **Tasks of the Business Development Specialist**

- Support the development, refinement and sustainability of the disability-inclusive service packages and service delivery model
- Advise on service pricing, packaging and market positioning of employer-facing services
- Support the integration of developed services into the existing service portfolio of the Business Service Provider
- Identify opportunities for scaling, replication and long-term service provision beyond the assignment period
- Provide input on the commercial viability and cost structure of the services
- Contribute to documentation and reporting related to service sustainability and institutionalisation

#### **Qualifications of the Business Development Specialist**

- Education/training (2.2.1): Bachelor's degree in business administration, economics, management or a related field
- Language (2.2.2): Arabic C2-level (required); English B2-level or higher (required)
- General professional experience (2.2.3): At least 5 years of professional experience in business development, service development or advisory services for the private sector
- Specific professional experience (2.2.4): Proven experience in developing and commercialising advisory or service products, preferably related to HR, employment or inclusion
- Other (2.2.5): Experience working with SMEs and service sustainability models is an asset

### **Employment and Job-Matching Specialist (1 expert)**

#### **Tasks of the Job-Matching Specialist**

- Development and refinement of service package and service delivery model
- Coordination and delivery of job seeker services targeting persons with disabilities
- Cooperation with civil society organisations and specialised partners working with persons with disabilities
- Skills profiling, employability assessment, and job-matching with private sector companies
- Coordination of employability training and workplace readiness support
- Follow-up support to promote retention and successful workplace integration
- Contribution to documentation and reporting of employment outcomes

#### **Qualifications of the Job-Matching Specialist**

- Education/training (2.3.1): Bachelor's degree in psychology, social work, education, labour market studies, or a related field
- Language (2.3.2): Arabic C2-level (required); English B2-level or higher (required)

- General professional experience (2.3.3): At least 4 years of professional experience in employment services, job placement, or workforce development
- Specific professional experience (2.3.4): Demonstrated experience working with persons with disabilities or other disadvantaged groups in an employment context
- Other (2.3.5): Experience cooperating with private sector companies and civil society organisations

## **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 3 required positions** may be covered by **minimum 2 persons** if candidates demonstrate combined qualifications and experience across the required profiles.

#### 4. Technical eligibility

## Technical Eligibility – Business Service Provider (For-Profit)

- Legally registered for-profit entity in Jordan
- At least 5 years of operational experience in providing advisory, HR, employment, or business development services to private sector companies
- Demonstrated experience in disability inclusion, diversity & inclusion, or employment-related services
- Proven experience working with private sector companies (SMEs and/or larger enterprises)
- Internal capacity to deliver both employer-facing and employment-related advisory services
- Commitment to inclusive and non-discriminatory practices.

## **Evidence to be submitted by the Business Service Provider**

The following documents shall be submitted as evidence of technical eligibility:

- Copy of legal registration certificate confirming for-profit status
- Company profile describing core services and areas of expertise (max. 2 pages)
- At least two (2) references from assignments implemented within the last five years, demonstrating:
  - advisory or service provision to private sector companies and
  - relevance to employment, HR, inclusion, or workforce development
- Contact details of reference providers (name, organisation, email)

## Eligibility of the Partnering Civil Society Organisation

Where job seeker services are delivered in cooperation with a civil society organisation (CSO), the BSP shall demonstrate that the proposed partner meets the following criteria:

- legally registered non-profit or civil society organisation in Jordan
- at least 3 years of experience working with persons with disabilities in the area of employment, training, or social inclusion
- demonstrated capacity to deliver employability training, job readiness support, or coaching for persons with disabilities
- experience cooperating with private sector companies or employment-related initiatives is considered an asset.

### **Evidence to be submitted for the CSO Partner**

- short CSO profile (max. 1 page)
- one (1) relevant reference demonstrating work with persons with disabilities
- letter of intent or cooperation statement signed by both the BSP and the CSO.

Only for-profit Business Service Providers are eligible to apply as lead contractors. Civil society organisations may be involved exclusively as cooperating partners for the delivery of job seeker services.

## **5. Costing requirements**

### **Financial Offer**

- The financial offer shall be submitted as a signed **lump-sum (fixed-price) offer** indicating the total amount and a breakdown per task
- Up to **two (2) separate contracts to ISPTs may be awarded** under this call

The financial offer shall cover all professional services required to deliver the tasks under this contract, including expert time, preparation, facilitation, coordination, documentation, and related overheads.

Workshops and training events are foreseen and budgeted under the Jordan main initiative (Madiba/BDC). Costs related to venues, logistics, catering, accessibility measures, and participant-related expenses shall therefore not be included in the financial offer and will be covered by the initiative.

### **Cost Structure**

The financial offer shall indicate a lump-sum amount per task for the following:

- Task 1: Development of the disability-inclusive employment service package
- Task 2: Advisory services to private sector companies
- Task 3: Employability support and job-matching for persons with disabilities
- Task 4 & 5: Coordination, monitoring and reporting

Payments shall be linked to the achievement of agreed milestones and deliverables.

## **6. 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 (language).

The complete bid shall **not exceed 5 pages** (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs shall be submitted in English and shall not exceed four (4) pages per expert. The CVs shall clearly indicate the proposed role in this assignment, relevant reference projects, the position held by the proposed person in each reference project, and the duration of the respective assignments.

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

## 7. Evaluation Criteria

Bids will be evaluated based on a total score of 100 points, comprising a technical evaluation (70%) and a financial evaluation (30%).

The technical evaluation (70%) is composed of two main elements:

- the technical proposal (written concept), and
- the CVs of the proposed experts.

The technical proposal (max. five pages) will be assessed based on the quality, coherence and feasibility of the proposed approach, in line with the structure and content requirements outlined in Chapter 3 of these Terms of Reference.

The CVs of the proposed experts will be assessed based on the relevance of qualifications and professional experience in relation to the tasks described in these Terms of Reference.

Only bids that achieve more than 60% of the technical score will be considered for financial evaluation. The financial evaluation (30%) will be based on the total lump-sum price and the plausibility of the cost allocation per task.

Evaluation Component	Weight
<b>Technical Evaluation (Total)</b>	<b>70%</b>
Technical Proposal – Written Concept	35%
– Strategic approach	20%
– Cooperation with CSOs and involvement of persons with disabilities	10%
– Implementation logic and quality assurance	5%
CVs of proposed experts (KE 1 15%, KE2 10%, KE3 10%)	35%
<b>Financial Evaluation – Lump-sum offer</b>	<b>30%</b>
<b>Total</b>	<b>100%</b>