



Request for Offer (RFO) for Final Evaluation of the five-year ICSP Programme 2023 -2027

Ref. PR IRL-MEV-49646

GOAL is completely against fraud, bribery and corruption.

GOAL does not ask for money for offers.

If you have any serious concern over wrong doing please report it at www.safecall.co.uk/report or email goal@safecall.co.uk . All information is treated confidentially by Safecall and you may remain anonymous if you wish.

1 ABOUT GOAL

Established in 1977, GOAL is an international humanitarian and development agency committed to working with communities to achieve sustainable and innovative early response in crises and to assist them to build lasting solutions to mitigate poverty and vulnerability. For more information on GOAL and its operations please visit <https://www.goalglobal.org/>.

Ireland's Civil Society Partnership for A Better World (ICSP) 2023–2027 is a five-year programme governed by a Memorandum of Understanding between GOAL and the Department of Foreign Affairs (DFAT). ICSP comprises four funding streams: (1) Long-Term Development, (2) Chronic Humanitarian Crises, (3) Acute Humanitarian Crises, and (4) Global Citizenship Education, with Climate Financing integrated across the programme.

Background

Under Streams 1 and 2, GOAL implements long-term development and chronic crisis programming across ten countries: Colombia, Ethiopia, Haiti, Honduras, Niger, Sierra Leone, South Sudan, Sudan, Uganda, and Zimbabwe. Stream 3 enables rapid response to acute crises, while Stream 4 supports Global Citizenship Education in Ireland.

As the programme is in Year 4, an external independent evaluation is required under ICSP guidelines.

2 TIMELINES

Table 1

Line	Item	Date, year, time, and time-zone
1	RFO published	Tuesday May 5 th 2026
2	Closing date for Clarifications	17:00 Hrs (Irish Standard Time) Monday, May 11 th 2026
3	Closing date and time for receipt of offers	17:00 Hrs (Irish Standard Time), Sunday May 17 th 2026

4	Date contract is expected to be signed	Tuesday June 2nd 2026
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3 OVERVIEW OF REQUIREMENTS

The overarching goal of ICSP is the eradication of poverty and inequality, in line with Ireland's international development policy, *A Better World*. The programme contributes to ICSP Flagship Outcomes and aligns with GOAL's Strategy 2025, *Crisis to Resilience*, delivering integrated programming across sectors including emergency response, health, WASH, nutrition, food security, and livelihoods. Gender equality, social inclusion, resilience, and protection are mainstreamed throughout.

GOAL invites prospective Consultancies to submit offers that meet or exceed GOAL's requirements as outlined in Annex 1 with detailed Terms of Reference (TOR).

4 CONDITIONS OF OFFER SUBMISSION

- 4.1 Offers must be completed in English.
- 4.2 Consultancies must respond to all requirements set out in this RFO and complete their offer in the format requested in Annex 1.
- 4.3 In the event of a contract being awarded to a vendor that has knowingly withheld relevant information or otherwise misled GOAL in the evaluation process in any way, then that contract will be rendered null and void.
- 4.4 Any conflicts of interest involving a vendor must be fully disclosed to GOAL particularly where there is a conflict of interest in relation to any recommendations or proposals put forward by the vendor.
- 4.5 GOAL is under no obligation to accept the lowest or any other offer received in response to this RFO and reserves its right to reject any or all the offers (part/full) including incomplete offers without assigning reason whatsoever.
- 4.6 Information supplied by vendors will be treated as contractually binding.
- 4.7 GOAL's standard payment terms are by bank transfer within 30 working days after satisfactory implementation and receipt of documents in order.
- 4.8 This document is not construed in any way as an offer to a contract
- 4.9 The vendor shall seek written approval from GOAL before entering into any sub-contracts for the purpose of fulfilling this contract. Full details of the proposed subcontracting company and the nature of envisioned engagement of sub-contractor/s into this contract shall be included in vendor's offer.
- 4.10. GOAL reserves the right to refuse any subcontractor that is proposed by the vendor.

- 4.11. GOAL and all contracted suppliers, and their subcontractors, associates or partners must act in all its procurement and other activities in full compliance with donor requirements and the highest ethical standards. GOAL has zero tolerance for fraud, bribery or corruption in any form and will reject any offers if the organization determines that the vendor, any of its personnel, or its subcontractors, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question.
- 4.12 **Terrorism and Sanctions:** GOAL does not engage in transactions with any terrorist group or individual or entity involved with or associated with terrorism or individuals or entities that have active exclusion orders and/or sanctions against them. GOAL shall therefore not knowingly purchase supplies or services from companies that are associated in any way with terrorism and/or are the subject of any relevant international exclusion orders and/or sanctions. If you submit an offer based on this request, it shall constitute a guarantee that neither your company nor any affiliate or a subsidiary controlled by your company are associated with any known terrorist group or is/are the subject of any relevant international exclusion order and/or sanctions. A contract clause confirming this may be included in an eventual purchase order based on this request.

5 QUALITY CONTROL

3rd party companies may be contracted by GOAL to carry out random quality inspections of work carried out by the contracted party. The cost of the quality control inspections will be covered by GOAL.

GOAL may choose to visit vendors' premises, including sub-contractors (if any) to perform additional checks as part of the evaluation process. Vendors will be notified in advance of a visit.

6 SUBMISSION OF OFFERS

This competition is being conducted under GOAL's Request for Offer procedure. The Contracting Authority for this procurement is GOAL. **Under this procurement process, we expect all offers received and analysed to be the best and final offer.**

Any queries about this RFO should be addressed in writing to GOAL via email to clarifications@goal.ie. Please include the reference number <IRL-MEV-49646> and words "clarification required" in the subject line.

Offers must be delivered before the deadline outlined in Table. 1 above in the following way:

1. By email to tenders@goal.ie and in the subject field state:
 - a) **IRL-MEV-49646 – Final Evaluation of the five-year ICSP Programme**
 - b) **Name of your company with the title of the attachment**
 - c) **Number of emails that are sent e.g. 1 of 3, 2 of 3, 3 of 3.**

(Proof of sending does not equal proof of receipt. GOAL is not responsible for any technical faults that may prevent reception of your email.)

All documents submitted must be in scan or PDF format. Any excel or word documents must be accompanied by a PDF or scan version of the document.

Links to share drives will not be accepted unless it is necessary due to file size. All documents submitted via links to shared drive must not be modified after the closing date and time for the receipt of offers

(timestamp must clearly indicate that they haven't been modified). Documents submitted via links to a shared drive that have been modified after the closing date and time will not be accepted.

Important: Offers transmitted in any other manner or offers received after the deadline date and time will not be considered.

Shortlisted consultants will be asked to attend an online interview.

SUBMISSION CHECKLIST

Documents required to be submitted as response to this RFO are:

Table 2:

Line	Item	How to submit	Tick attached
1	Appendix 1- Company Information	Complete, sign and submit titled 'Individual /Company Information'.	
2	Appendix 2 - Technical Proposal - including recommended methodology summary (see Points #5 & #8 of ToR), proposed schedule, your relevant experience, how you meet the profile required and details of time required (maximum seven (7) pages)	Complete, sign and submit titled 'Technical Proposal'.	
3	Appendix 3 -Financial Offer - Detailed, itemised Cost Proposal, including daily fee and any other associated costs (maximum <u>one (1) page</u>)	Complete, sign, and submit titled 'Financial offer'.	
4	Appendix 4 – Submit two (2) Satisfactory Reference Letters for a similar service completed in the last five (5) years. See Essential Criteria #3	Complete, sign, and submit titled 'Reference Letters'.	
5	Appendix 5 - GOAL Standard Terms and Conditions	Complete, sign and submit titled 'GOAL Standard Terms and Conditions'.	
6	Appendix 6 – GOAL Consultancy Contract templates - Consultants	Sample Template	
7	Appendix 7 - GOAL Supplier Code of Conduct	Complete, sign and submit titled 'GOAL Supplier Code of Conduct'.	
8	Up to three (3) relevant examples of past evaluations or research completed – as Annexes	Complete and submit titled 'Annex 2'	
9	CVs of key personnel involved in undertaking the evaluation specifying roles and responsibilities of each– as Annexes	Complete and submit titled 'Annex 3'	
10	Evidence documents requested in Essential Criteria 1 and 2	Complete and submit titled 'Annex 4' Evidence of Tax Registration & Statement confirming consultants' ability to travel to GOAL operation in Columbia & Ethiopia	

7 EVALUATION PROCESS

Table 3:

Phase #	Evaluation Process Stage	The basic requirements with which proposals must comply with

<p><i>The first phase of evaluation of the responses will determine whether the offer has been submitted in line with the administrative instructions and meets the essential criteria. Only those offers meeting the essential criteria and do not fall under any of the listed exclusion criteria will go forward to the second phase of the evaluation.</i></p>		
1	Administrative instructions	<p>1. Closing Date: Proposals must have met the deadline stated in section 2 of this RFO, or such revised deadline as may be notified to vendors by GOAL. Vendors must note that GOAL is prohibited from accepting any offers after that deadline.</p> <p>2. Submission Method: Proposals must be delivered in the method specified in section 6 of this document. GOAL will not accept responsibility for offers delivered by any other method. Offers delivered in any other method may be rejected.</p> <p>3. Format and Structure of the Proposals: Offers must conform to the Submission of Offers format laid out in section 6 of this RFO or such revised format and structure as may be notified to Vendors by GOAL. <u>Failure to comply with the prescribed format and structure may result in your offer being rejected at this stage.</u></p> <p>4. Confirmation of validity of your proposal: The vendors must confirm that the period of validity of their proposal is not less than 90 (ninety) days.</p>
2	Essential Criteria	<p>1. Evidence of registration for tax purposes as a Company <i>Evidence: Tax Registration Certificate from national tax authority and/or VAT Registration Certificate</i></p> <p>2. Ability to travel to two (2) number of countries of GOAL operation (eg.. but not limited to, Colombia, Ethiopia) <i>Evidence: Bidders are requested to submit a brief statement confirming their ability to travel to any countries in which GOAL operate Columbia and Ethiopia</i></p> <p>3. Provide two (2) satisfactory references for a similar service completed within the past five years. <i>Evidence: Using the template in Appendix 4, bidders are requested to submit two satisfactory references from previous customers.</i></p> <p><i>Completed references may be submitted either as:</i></p> <ul style="list-style-type: none"> • <i>A copy of an email from the customer (clearly showing the customer's email address), or</i> • <i>A scanned document on the customer's official company letterhead</i>
<p><i>Each proposal that conforms to the Essential Criteria will be evaluated according to the Award Criteria given below by GOAL.</i></p>		
3	Award Criteria	<p>Offers will be awarded marks under each of the award criteria listed in this section <i>to determine [the best value for money (BVFM):</i></p> <ol style="list-style-type: none"> 1. Quality (75%) 2. Price (25%) <p>Shortlisted consultants will be asked to attend an interview call.</p>

4	Due Diligence Checks	Successful offers will be screened in line with Anti-Terrorism and Sanction checks. GOAL will not contract with vendors who do not pass those checks as per clause 4.12 of this document.
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APPENDIX 1- COMPANY INFORMATION

Company Name		
Registered address of the vendor		
Year Established		
Please state the name of any other persons/organisations (except your company) who will benefit from this contract (GOAL compliance matter)		
Parent company		
Ownership		
Do you have associated companies? Tick relevant box. If YES – provide details for each company in the line below.	Yes/No	
Associated company details (if applicable)		
If successful, do you agree to work under GOAL’s Terms and Conditions of contract (attached as Appendix 5).	Yes/No	Comments/Attachments
If successful, do you agree to sign the contract as per GOAL’s contract template (attached as Appendix 6)	Yes/No	Comments/Attachments
If successful, do you agree to abide by GOAL’s Supplier code of conduct for the delivery of goods/services/works? (attached as Appendix 7)	Yes/No	Comments/Attachments

Note that winning vendor/s will be required to submit further information as part of supplier registration process before the finalisation of contract award.

By submitting an offer under this Request for Offer (RFO) < DUB-MEV-39473>, the vendor hereby asserts that the following statements are correct at the time of submission; and further undertakes to inform GOAL of any changes in status of these matters.

The vendor is not bankrupt or is being wound up, neither are its affairs being administered by the court nor has entered into an arrangement with creditors or has suspended business activities or is in any analogous situation arising from a similar procedure under national laws and regulation.

The vendor is not the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court or for an arrangement with creditors or of any other similar proceedings under national laws and regulations.

Neither the vendor, a director or Partner, has been convicted of an offence concerning his professional conduct by a judgement which has the force of res judicata nor been guilty of grave professional misconduct in the course of their business.

The vendor has fulfilled all its obligations relating to the payment of taxes or social security contributions in Ireland or any other state or country in which the vendor is located or doing business.

Neither the vendor, a director or Partner has been found guilty of fraud, money laundering, corruption; convicted of being a member of a criminal organisation; nor of serious misrepresentation in providing information to a public buying agency

The vendor has not contrived to misrepresent its Health & Safety information, Quality Assurance information, or any other information relevant to this application.

That all data subjects have specifically consented to the use and storage of their data by GOAL for the purpose of analysing the offers and awarding a contract under this RFO; and further understood that the personal data may be shared internally within GOAL and externally if required by law and donor regulations; and may be stored for a period of up to 7 years from the award of contract.

I confirm that my offer has a validity of 90 days. If your offer does not have this validity, please state what the validity of your offer will be.

I confirm that the proposal and the costs provided to accompany it are an accurate reflection of the costs that will be charged to GOAL according to the information provided in this request for offer; and that there are no other costs associated with using the service that my company offers. I also confirm that I have the authority to sign on behalf of the company that is submitting this offer.

Signed:

Print name:

Position:

Company Name:

Date:

Address:

APPENDIX 2- TECHNICAL OFFER

Please include recommended methodology summary, proposed schedule in line with the required by date of Approval of Final Evaluation Report 30th November 2026, your relevant experience and how you meet the profile required (maximum seven (7) pages) .

To include Required Evaluation Questions, see point #5 & #8 Methodology of ToR (Annex 1)

“By submitting this offer, I confirm that all data subjects have specifically consented to the use and storage of their data by GOAL for the purpose of analysing the offers and awarding a contract under this tender; and further understood that the personal data may be shared internally within GOAL and externally if required by law and donor regulations; and may be stored for a period of up to 7 years from the award of contract.”

To confirm that consent has been taken by the company for the specific purpose of this tender analysis.

Signed:	<input type="text"/>		
Print name:	<input type="text"/>	Position:	<input type="text"/>
Company Name:	<input type="text"/>	Date:	<input type="text"/>

Address:

APPENDIX 3- FINANCIAL OFFER

Please provide an **all-inclusive** daily rate. You may wish to include more than one rate if there are different levels of experience that will be engaged in delivering the service. As previously noted, GOAL welcomes international and national evaluators to apply.

The daily rate needs to be comprehensive and include the following costs (insurance and Tax/VAT etc). Travel costs include the cost of airline tickets to the country(ies) AND domestic travel within the country(ies), accommodation, per diems, visas and vaccinations etc, to be included as separate line items.

Instructions:

1. Cost to be in **EUROS**
2. Consultant to insert a daily rate clearly stating that any additional taxes/VAT rates payable.

Note: Please do not break down costs.

In cases where more than one (1) rate is stated in your proposal i.e. where consultants with different levels of experience are available, GOAL will evaluate the average rate but encourages Consultants who work with others to provide more than one (1) rate.

Example of Cost Proposal table

Table 4:

Consultant Level	Description	Daily Rate (€) to	Number of days	Total for each
		include insurance & VAT/Taxes		Consultant (€) to include insurance & VAT/Taxes
Senior consultants	Experience X years in....	€X/day		
General consultants	Experience Y years in	€Y/day		
Junior consultants	Experience Z years in ...	€Z/day		
TOTAL COSTS FOR ALL CONSULTANTS (EUR)				

Please state the per diem rate, per consultant, if not already included in Table 4 above.

Please note, the countries of operation listed above in Essential Criteria #2, for which we require bidders to outline the anticipated costs of:

Travel Costs – airline tickets to countries and domestic travel within countries,

Accommodation Costs

Visa Costs

Vaccination Costs – if required

Payment will be made on a milestone basis as follows:

Table 5:

Milestone	Deliverable	Payment
1	Signed Contract - June 2 nd 2026	20% of contract value

2	Inception Report - by 30 th June 2026	2% of contract value
3	Draft Evaluation Report - by 1 st November 2026	30% of contract value
4	Approval of Final Evaluation Report - by 30 th November 2026	30% of contract value
5	Dissemination of Findings Workshop	0% of contract value

NB. Payment will be within thirty (30) working days after finalisation of the milestone.

The consultants are expected to have all the necessary equipment and materials to fulfil the role.

“By submitting this offer, I confirm that all data subjects have specifically consented to the use and storage of their data by GOAL for the purpose of analysing the offers and awarding a contract under this tender; and further understood that the personal data may be shared internally within GOAL and externally if required by law and donor regulations; and may be stored for a period of up to 7 years from the award of contract.”

To confirm that consent has been taken by the company for the specific purpose of this tender analysis.

APPENDIX 4- REFERENCE LETTERS FOR ESSENTIAL AWARD CRITERIA #3

APPENDIX 5- GOAL TERMS & CONDITIONS

Attached as Separate Document

APPENDIX 6- GOAL CONTRACT TEMPLATES (COMPANY)

Attached as Separate Document

APPENDIX 7- GOAL SUPPLIER CODE OF CONDUCT:

Attached as Separate Document

Annex 1 – Terms of Reference

See pages 13-16 below

Annex 2- Past Evaluations or research completed

Attach as separate documents in pdf format

Annex 3 – CVs of Key Personnel involved in undertaking the evaluation specifying roles & responsibilities of each

Attach as separate documents in pdf format

Annex 4- Evidence documents listed in Essential Criteria 1 & 2

Attach as separate documents in pdf format

ANNEX 1- TERMS OF REFERENCE

Final Evaluation, GOAL's ICSP 2023–2027 Terms of Reference April 2026

1. Overview

Ireland's Civil Society Partnership for A Better World (ICSP) 2023–2027 is a five-year programme governed by a Memorandum of Understanding between GOAL and the Department of Foreign Affairs (DFAT). ICSP comprises four funding streams: (1) Long-Term Development, (2) Chronic Humanitarian Crises, (3) Acute Humanitarian Crises, and (4) Global Citizenship Education, with climate financing integrated across the programme.

The overarching goal of ICSP is the eradication of poverty and inequality, in line with Ireland's international development policy, *A Better World*. The programme contributes to ICSP Flagship Outcomes and aligns with GOAL's Strategy 2025, *Crisis to Resilience*, delivering integrated programming across sectors including emergency response, health, WASH, nutrition, food security, and livelihoods. Gender equality, social inclusion, resilience, and protection are mainstreamed throughout.

2. Background

Under Streams 1 and 2, GOAL implements long-term development and chronic crisis programming across ten countries: Colombia, Ethiopia, Haiti, Honduras, Niger, Sierra Leone, South Sudan, Sudan, Uganda, and Zimbabwe. Stream 3 enables rapid response to acute crises, while Stream 4 supports Global Citizenship Education in Ireland.

As the programme enters Year 4, an external independent evaluation is required under ICSP guidelines.

3. Evaluation Purpose

The purpose of this evaluation is to:

1. Assess the performance and delivery of GOAL's ICSP-funded programme against selected OECD DAC criteria of *relevance and effectiveness*
2. Identify learning and good practice to inform the design of the next ICSP iteration and support dissemination within DFAT and relevant stakeholders

The evaluation will explicitly assess the themes of Furthest Behind First, Locally Led Development, and the humanitarian-development nexus.

The primary audience includes GOAL staff, national and local partners, DFAT, peers in the development sector, and communities supported through ICSP.

4. Evaluation Scope

This evaluation will be cross-sectional in nature and conducted in Year 4 (2026) of the programme.

It will assess ICSP performance from 2023 to 2026, building on the findings of the independent midterm review (MTR) conducted in 2025, to provide a cumulative assessment of programme performance to date, while explicitly addressing any remaining gaps from the MTR, to ensure full alignment with the evaluation questions.

The evaluation must be representative of:

- all ICSP geographies
- all four funding streams

- the climate allocation
- diverse participant groups

5. Required Evaluation Questions

The evaluation will address the following questions:

1. Has the ICSP funding programme addressed the needs of programme participants in complex and evolving contexts?
2. At the current stage of the programme, and taking into consideration the nexus approach, is there evidence that programme integration of the ICSP thematic outcomes are achieving anticipated results?
3. Is there evidence that the programme has been effective in achieving anticipated results at multiple levels (micro/meso/macro)? To what extent can the emerging results be attributed to ICSP funding?
4. To what extent and how is the programme delivering impactful and coordinated development, humanitarian, Global Citizenship Education and climate initiatives?
5. To what extent and how has the ICSP funded programme changed or improved upon addressing the needs of the furthest behind first?
6. To what extent and how has the ICSP funded programme changed or enhanced the approach partners engage and integrate concepts of locally led development into their programming?

6. Complementarity with Midterm Review

In 2025, GOAL conducted an independent midterm review covering the period from 2023 to mid-2025. This review was undertaken by an external consultancy firm following a competitive public tender process which assessed ICSP's performance against OECD DAC criteria of *relevance, effectiveness and efficiency*. The final evaluation will build on this work by incorporating additional programme data and generating further evidence and learning, without duplicating the midterm review. The evaluation will, however, explicitly address any remaining gaps from the MTR, in order to ensure full alignment with the evaluation questions.

7. Evaluation Tasks

In consultation with GOAL's Evaluation Commissioning Manager, the Head of MEAL, the evaluation team will:

- Refine evaluation questions and scope as required
- Develop and test an appropriate methodology and tools
- Conduct secondary data review, including the midterm review and programme documentation
- Identify data gaps and collect primary data as necessary
- Conduct at least two (2) field visits in two (2) of the ICSP programme countries that were not visited during the MTR or Irish Aid Monitoring Visits (e.g. Colombia, Ethiopia)
- Analyse findings and assess programme performance
- Produce draft and final reports with clear, actionable recommendations
- Facilitate a dissemination workshop with GOAL and stakeholders

8. Methodology

The evaluation will apply a mixed-methods approach combining quantitative and qualitative data.

The methodology must:

- Ensure representation across countries, streams, and participant groups
- Apply appropriate and clearly defined sampling strategies
- Triangulate multiple data sources to strengthen validity

Primary data collection may include surveys, key informant interviews, and focus group discussions. The evaluation should consider both programme participants and non-participants, where feasible.

At least two (2) field visits are expected (in Columbia and Ethiopia), together with remote data collection, if necessary, to other ICSP programme country locations. Methods chosen must be robust and inclusive.

9. Data Analysis

Quantitative data should be analyzed rigorously and be representative within contextual constraints. Qualitative analysis should provide explanatory insights into programme performance and support the development of practical, forward-looking recommendations.

10. Timeline

The evaluation is expected to commence in June 2026, with the final report submitted by November 2026.

11. Deliverables

The evaluation team will deliver:

1. **Inception Report**
2. **Draft Report** (within two (2) to four (4) weeks of completing data collection)
3. **Final Report** incorporating feedback
4. **Dissemination Workshop**

The final report should:

- Be clear and concise
- Not exceed 30 pages (excluding annexes)
- Include: Executive Summary, Methodology, Findings, Conclusions, Recommendations, and Annexes

12. Dissemination of Findings

Findings and recommendations will be shared with DFAT and relevant stakeholders to support learning and decision-making. GOAL may also disseminate findings more widely where appropriate.

All data and outputs will remain the property of GOAL.

13. Ethical Considerations

The evaluation team will:

- Obtain informed consent from all participants
- Ensure confidentiality and anonymity
- Implement robust data protection measures
- Seek ethical approval (e.g. IRB) where required

Participation will be voluntary, with no negative consequences for non-participation.

14. Assumptions and Requirements

- Access to relevant documentation and stakeholders will be provided
- GOAL will support coordination at country level
- Security or contextual factors may require flexibility in implementation
- GOAL will provide population data and logistical support where required

15. Evaluators Profile

The evaluation team should demonstrate:

- Strong experience in OECD DAC-aligned evaluations
- Expertise in mixed-methods research and data analysis
- Experience in humanitarian and development contexts
- Ability to work collaboratively with multiple stakeholders
- Strong analytical and report-writing skills

Fluency in English is required; French and Spanish are desirable.

16. Proposal details and submission

The deadline for submission of the technical and financial proposal and attached documents is 17:00 Hrs (Irish Standard Time) Sunday, May 17th, 2026, to tenders @goal.ie. The application should include:

1. Technical proposal (max. 7 pages)
2. Financial proposal (max. 1 page)
3. Up to three relevant work samples
4. CVs of key personnel
5. References for similar services completed in the past five (5) years (minimum 2)

Incomplete applications will not be considered.

17. Budget available: maximum €50,000 which includes consultant fees, field visits costs, visas, vaccinations (if necessary), VAT (as applicable) etc.