

# TENDER FILE / TERMS OF REFERENCE

## (Competitive bidding procedure / Framework Contract)

### Tender for mentorship and coordination services to support youth and citizen-led initiatives at local level in Georgia

#### Contract N° 3911/2026/05



The Council of Europe is currently implementing a Project on "Advancing Participatory and Human Rights-based Local Democracy in Georgia" (1 October 2024 – 31 December 2027). It aims at supporting the efforts of state authorities, civil society, and other key stakeholders in advancing participatory and human rights-based local democracy in the country.

In this context, the Council of Europe is seeking providers for the provision of mentorship and co-ordination of youth and citizen-led initiatives at local level in Georgia to be requested by the Council on an as needed basis.

#### A. TENDER RULES

This tender procedure is a competitive bidding procedure. **In accordance with Rule 1395 of the Secretary General of the Council of Europe on the procurement procedures of the Council of Europe<sup>1</sup>, the Organisation shall invite to tender at least three potential providers for any purchase between €2,000 (or €6,000 for intellectual services) and €184,000 tax exclusive.**

This specific tender procedure aims at concluding a **framework contract** for the provision of deliverables described in the Act of Engagement (See attached). A tender is considered valid for 180 calendar days as from the closing date for submission. The selection of tenderers will be made in the light of the criteria indicated below. All tenderers will be informed in writing of the outcome of the procedure.

The tenderer must be either a natural person, a legal person or consortium of natural and/or legal person.

Tenders shall be submitted **by email only** (with attachments) **to the email address indicated in the table below, with the following reference in subject: Tender: 3911/2026/05.** Tenders addressed to another email address **will be rejected.**

The general information and contact details for this procedure are indicated on this page. You are invited to use the CoE Contact details indicated below for any question you may have. **All questions shall be submitted, in English or in Georgian, at least 5 working days before the deadline for submission of the tenders and shall be exclusively addressed to the email address indicated below with the following reference in subject: Questions - Tender: 3911/2026/05.**

Type of contract ►	Framework Contract
Duration ►	Until 31 December 2027
Deadline for submission of tenders/offers ►	<b>27 May 2026 23:59 (Georgia Time Zone)</b>
Email for submission of tenders/offers ►	<b>georgia.localgov@coe.int</b>
Email for questions ►	<a href="mailto:georgia.localgov@coe.int">georgia.localgov@coe.int</a>
Expected starting date of execution ►	01 July 2026

#### B. EXPECTED DELIVERABLES

<sup>1</sup> The activities of the Council of Europe are governed by its [Statute](#) and its internal Regulations. Procurement is governed by the Financial Regulations of the Organisation and by [Rule 1395 of 20 June 2019 on the procurement procedures of the Council of Europe](#).

## Background of the Project

The project "Advancing Participatory and Human Rights-based Local Democracy in Georgia" aims to strengthen inclusive, resilient governance at the local level by empowering citizens especially youth and underrepresented groups to lead and participate in issue-based, context-sensitive initiatives throughout Georgia. The project addresses cross-cutting issues such as gender mainstreaming, environmental protection, participation of underrepresented groups, in particular persons with disabilities, and effective data collection for reinforcing evidence-based and participatory decision-making.

The project supports civil society, citizens, public authorities and other key stakeholders in strengthening capacities for participatory approaches, fostering inclusive dialogues, and mainstreaming human rights principles including gender equality, accessibility, and intersectionality across all activities. It focuses on practical citizen engagement, issue based participatory mechanisms, and locally relevant approaches to enhance civic agency, capacity, and responsiveness.

The project is implemented within the framework of the Council of Europe Action Plan for Georgia 2024-2027 and combines capacity development, policy support, research, and multi stakeholder engagement to promote sustainable, evidence based, and coordinated responses to challenges facing local democracy, human rights, and inclusion.

## Overall objective of the Project

The overall objective of the Project is to contribute to improved public services in Georgia by supporting decentralised, participatory and human rights-based decision-making processes at local level. The Project aims to strengthen citizen engagement, inclusive local governance practices, and integrated policy approaches, in line with European and international standards.

The Council of Europe is looking for up to 53 Provider(s) (provided enough tenders meet the criteria indicated below) in order to support the implementation of the project activities.

This Contract is currently estimated to cover up to 80 activities, to be held by December 31, 2027. This estimate is for information only and shall not constitute any sort of contractual commitment on the part of the Council of Europe. The Contract may potentially represent a higher or lower number of activities, depending on the evolving needs of the Organisation.

For information purposes only, the total budget of the project amounts to 3 500 000 Euros and the total amount of the object of present tender **shall not exceed 184,000 tax exclusive** for the whole duration of the Framework Contract. This information does not constitute any sort of contractual commitment or obligation on the part of the Council of Europe.

## Lots

The present tendering procedure aims to select Provider(s) to support the implementation of the project and is divided into the following lots:

Lots	Maximum number of Providers to be selected
Lot 1: Mentorship support for youth	20
Lot 2a: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Adjara)	3
Lot 2b: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Guria)	3
Lot 2c: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Imereti)	3
Lot 2d: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Kakheti)	3
Lot 2e: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Mtskheta-Mtianeti)	3
Lot 2f: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Racha-Lechkhumi and Kvemo Svaneti)	3

Lot 2g: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Samegrelo-Zemo Svaneti)	3
Lot 2h: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Samtskhe-Javakheti)	3
Lot 2i: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Kvemo Kartli)	3
Lot 2j: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Shida Kartli)	3
Lot 2k: Regional focal point support for the co-ordination and follow-up of citizens-led local initiatives (Tbilisi)	3

**Lot 1:**

This lot concerns the provision of mentoring to youth groups, including facilitating the design and execution of youth-led initiatives and other youth-related efforts implemented within the framework of the project in the fields of human rights and participatory democracy. Mentors will accompany youth groups throughout the planning and implementation of their activities, providing practical guidance, facilitating reflection, and supporting adaptive decision-making. The assignment includes individual and group mentoring, support to peer exchange processes, and contribution to the identification and systematisation of effective mentoring practices. Mentors will also be expected to contribute to the co-creation and continuous refinement of knowledge materials, ensuring that lessons learned and practical approaches are captured and translated into usable resources for broader application. Assignments under this lot may involve regular and flexible mentoring engagement and follow-up support throughout different phases of youth-led initiatives, depending on project needs and specific activities.

**Lot 2 (a, b, c, d, e, f, g, h, i, j, k):**

This lot concerns the provision of regional focal point support for the co-ordination, implementation, and monitoring of citizen-led local initiatives carried out within the framework of the project in different regions of Georgia. Their role will include disseminating information on community-led initiatives in the regions, supporting the organisation of meetings and consultations with citizens and civil society, maintaining regular communication with initiative groups, providing practical and organisational guidance, supporting co-ordination with relevant local actors where necessary, assisting with planning and logistics, helping address implementation-related challenges, and monitoring the progress of initiatives on an ongoing basis. Focal points will be expected to support the smooth implementation of activities at the local level and contribute to the timely identification of needs, challenges, and possible adjustments throughout the process. In addition, focal points will play a key role in supporting the engagement and empowerment of local community members for them to stay active in their communities and contribute to local decision-making. Assignments under this lot may involve regular regional co-ordination, implementation support, and communication with local stakeholders throughout different phases of community-based activities, depending on project needs and specific interventions.

The Council will select the abovementioned number of Provider(s) per lot, provided enough tenders meet the criteria indicated below. Tenderers are invited to indicate which lot(s) they are tendering for (see Section A of the Act of Engagement).

**Scope of the Framework Contract**

Throughout the duration of the Framework Contract, pre-selected Providers may be asked to:

**Under Lot 1:**

The scope includes:

- Support mentees in translating ideas into realistic and feasible actions, including basic planning, prioritisation, and resource mobilisation;
- Provide individual and group mentoring to youth, supporting the implementation of their activities and initiatives ;
- Provide written and/or verbal feedback and contributions to the materials and documents developed by youth groups within their initiatives;
- Facilitate reflection, learning, and problem-solving processes, including support to peer exchange and collaborative learning among participants;
- Guide participants in navigating sensitive contexts, including risk-aware decision-making, ethical considerations, and safe participation;

- Contribute to key project events (e.g. meetings, roundtables, workshops, etc.) by facilitating relevant sessions, supporting reflection, and documenting key insights as relevant;
- Monitor progress of supported initiatives and provide structured feedback to participants and the project team;
- Identify and document promising practices, challenges, and lessons learned emerging from mentoring processes;
- Contribute to the co-creation, testing, and refinement of knowledge products;
- Coordinate closely with the project team, mentors and consultants to ensure coherence of approaches and alignment with project objectives;
- Prepare brief inputs, summaries, or reports as required, documenting mentoring activities and outcomes.

#### **Under Lot 2 (a, b, c, d, e, f, g, h, i, j, k):**

The scope includes:

- Act as a regional focal point and local contact person for the implementation of project activities in the selected regions;
- Support the preparation, co-ordination, and implementation of community C initiatives carried out within the framework of the project;
- Maintain regular communication with participants and initiative groups, and provide continuous follow-up support throughout the preparation and implementation of their activities and Action Plans;
- Organise meetings and consultations with local civil society and citizens to learn about their needs and support their engagement in local decision-making;
- Provide practical, organisational, and co-ordination support in relation to Community Talks, Citizen Workshops, and local initiatives, including planning, scheduling, local logistics, and day-to-day follow-up as needed;
- Accompany participants throughout the implementation process, helping them organise their work, address practical challenges, and ensure continuity over time;
- Monitor the progress of supported initiatives and provide structured updates to the project team on developments, needs, risks, and possible delays;
- Identify and communicate practical challenges, emerging needs, and contextual considerations from the regions to support responsive project implementation;
- Support communication and co-ordination with relevant local actors, service providers, venues, or other stakeholders, where necessary for the smooth implementation of activities;
- Apply relevant participatory approaches and tools in practice to support citizens participation in local decision-making
- Contribute to relevant project meetings, workshops, and co-ordination processes, as requested by the project team;
- Identify and document promising practices, challenges, and lessons learned from mentoring processes, and contribute to the co-creation, testing, and refinement of the Mentorship Toolkit and related knowledge products based on these insights;
- Prepare brief inputs, updates, or reports as required, documenting focal point support provided and the progress of activities.

The above list is not considered exhaustive. The Council reserves the right to request deliverables not explicitly mentioned in the above list of expected services, but related to the field of expertise object of the present Framework Contract for the lot concerned.

In terms of **quality requirements**, the pre-selected Service Providers must ensure, *inter alia*, that:

- Services must be to the highest professional/editorial standard.
- Specific instructions given by Council of Europe must be strictly followed.
- Approaches and support provided must be participant-oriented, practical, and responsive to emerging needs.
- Service Providers must ensure careful monitoring and clear reporting on progress, challenges, and results, as requested.
- Services shall be delivered in line with inclusive, ethical, and conflict-sensitive approaches, ensuring safe and respectful engagement with vulnerable or underrepresented groups, in accordance with the "do no harm" principle.

- Communication with the project team is regular, clear, and responsive throughout the assignment.
- Availability to travel locally within the assigned region, when/if required

If contracted by the Council of Europe, the deliverables shall be provided personally by the persons identified in the offer of the Provider whose CVs have been presented to the Council of Europe (See section E. below), in accordance with the terms as provided in the present Tender File and Act of Engagement.

In addition to the orders requested on an as needed basis, the Provider shall keep regular communication with the Council to ensure continuing exchange of information relevant to the project implementation. This involves, among others, to inform the Council as soon as it becomes aware, during the execution of the Contract, of any initiatives and/or adopted laws and regulations, policies, strategies or action plans or any other development related to the object of the Contract (see more on general obligations of the Provider in Article 3.1.2 of the Legal Conditions in the Act of Engagement).

Unless otherwise agreed with the Council, written documents produced by the Provider shall be in English (see more on requirements for written documents in Articles 3.2.2 and 3.2.3 of the Legal Conditions in the Act of Engagement).

### C. FEES

Tenderers are invited to indicate their fees, by completing and sending the table of fees, as attached in Section A to the Act of Engagement. These fees are final and not subject to review.

The Council will indicate on each Order Form (see Section D below) the global fee corresponding to each deliverable, calculated on the basis of the unit fees, as agreed by this Contract.

### D. HOW WILL THIS FRAMEWORK CONTRACT WORK? (ORDERING PROCEDURE)

Once the selection procedure is completed, you will be informed accordingly. Deliverables will then be delivered on the basis of Order Forms submitted by the Council to the selected Provider (s), by post or electronically, on **an as needed basis** (there is therefore no obligation to order on the part of the Council).

### Pooling

For each Order, the Council will choose from the pool of pre-selected tenderers for the relevant lot the Provider who demonstrably offers best value for money for its requirement when assessed for the Order concerned against the criteria of:

- quality (including as appropriate: capability, expertise, past performance, availability of resources and proposed methods of undertaking the work);
- availability (including, without limitation, capacity to meet required deadlines and, where relevant, geographical location); and
- price.

Each time an Order Form is sent, the selected Provider undertakes to take all the necessary measures to send it **signed** to the Council within 2 (two) working days after its reception. If a Provider is unable to take an Order or if no reply is given on his behalf within that deadline, the Council may call on another Provider using the same criteria, and so on until a suitable Provider is contracted.

### Providers subject to VAT

The Provider, **if subject to VAT**, shall also send, together with each signed Form, a quote<sup>2</sup> (Pro Forma invoice) in line with the indications specified on each Order Form, and including:

- the Service Provider's name and address;
- its VAT number;
- the full list of services;
- the fee per type of deliverables (in the currency indicated on the Act of Engagement, tax exclusive);
- the total amount per type of deliverables (in the currency indicated on the Act of Engagement, tax exclusive);
- the total amount (in the currency indicated on the Act of Engagement), tax exclusive, the applicable VAT rate, the amount of VAT and the amount VAT inclusive.

<sup>2</sup> It must strictly respect the fees indicated in the Financial Offer attached to the original Provider's tender as recorded by the Council of Europe. In case of non-compliance with the fees as indicated in the original Provider's tender, the Council of Europe reserves the right to terminate the Contract with the Provider, in all or in part.

### Signature of orders

An Order Form is considered to be legally binding when the Order, signed by the Provider, is approved by the Council, by displaying a Council's Purchase Order number on the Order, as well as by signing and stamping the Order concerned. Copy of each approved Order Form shall be sent to the Provider, to the extent possible on the day of its signature.

### Delivery

Each deliverable has to be accompanied by the filled-out AI tool questionnaire which is appended to this document or otherwise provided at the ordering stage.

## E. ASSESSMENT

### *Exclusion criteria and absence of conflict of interests*

(by submitting a tender, you declare on your honour not being in any of the below situations)<sup>3</sup>

Tenderers shall be excluded from participating in the tender procedure if they:

- have been sentenced by final judgment on one or more of the following charges: participation in a criminal organisation, corruption, fraud, money laundering, terrorist financing, terrorist offences or offences linked to terrorist activities, child labour or trafficking in human beings;
- are in a situation of bankruptcy, liquidation, termination of activity, insolvency or arrangement with creditors or any like situation arising from a procedure of the same kind, or are subject to a procedure of the same kind;
- have received a judgment with res judicata force, finding an offence that affects their professional integrity or serious professional misconduct;
- do not comply with their obligations as regards payment of social security contributions, taxes and dues, according to the statutory provisions of their country of incorporation, establishment or residence;
- are an entity created to circumvent tax, social or other legal obligations (empty shell company), have ever created or are in the process of creation of such an entity;
- have been involved in mismanagement of the Council of Europe funds or public funds;
- are or appear to be in a situation of an actual, potential or perceived conflict of interest; a conflict of interests arises where any person has a personal interest which is such as to influence, or appear to influence, the impartial and objective exercise of their responsibilities under this procedure. A personal interest includes any advantage to themselves, their relatives or personal relationships (including based on political or national affinity), business or financial interests or any other interest shared with another party. If tenderers have any personal interests that are relevant to this tender procedure, **they must fully disclose these in a separate document submitted with the tender;**
- are retired Council of Europe staff members or are staff members having benefitted from an early departure scheme;
- are currently employed by the Council of Europe or were employed by the Council of Europe on the date of the launch of the procurement procedure;
- are subject to restrictive measures applied by the United Nations Security Council or the European Union. In the case of legal persons, the restrictive measures imposed on the tenderer's owner(s) or executives will also exclude the tenderer from participating in this tender procedure.

### *Eligibility criteria*

The eligibility criteria determine the conditions for participating in a procurement procedure and define the essential requirements that each bidder must comply with. Bidders shall demonstrate that they fulfil the following criteria:

Eligibility criteria	Document/s to be submitted
<u>Education</u> : University degree (first cycle or higher) in social sciences, political science, law, human rights, public administration, education, youth work, or a related field.	CV

<sup>3</sup> The Council of Europe reserves the right to ask tenderers, at a later stage, to supply the following supporting documents:

- An extract from the record of convictions or failing that an equivalent document issued by the competent judicial or administrative authority of the country of incorporation, indicating that the first three and sixth above listed exclusion criteria are met;
- A certificate issued by the competent authority of the country of incorporation indicating that the fourth criterion is met;
- For legal persons, an extract from the companies register or other official document proving ownership and control of the Tenderer;
- For natural persons (including owners and executive officers of legal persons), a scanned copy of a valid photographic proof of identity (e.g. passport).

<u>Work experience:</u> Proven experience (minimum 2 years) in at least one of the following areas: mentoring, coaching, co-ordinating, facilitating initiatives, activities and/or projects in Georgia.	CV Motivation letter Samples of previous written work
<u>Specific thematic expertise:</u> Demonstrated expertise in at least one of the following areas: project coordination, civil participation, human rights, youth empowerment and/or community engagement as evidenced by the information included in the supporting documents.	CV Motivation letter Samples of previous written work
<u>Language skills:</u> Mother tongue level of the Georgian language (oral and written) and good working knowledge of the English language (at least A2 level).	CV
<u>Specific eligibility criteria for LOTS 2 (a, b, c, d, e, f, g, h, i, j, k):</u> Based in, or able to work regularly in, the respective region for which the tenderer is applying.	Motivation letter

The above eligibility criteria will be assessed **on the basis of the documents listed in the table and, where relevant, on the basis of other supporting documents** listed in Section G.

**For legal persons only:** legal persons are requested to include in their bids the profiles of **a maximum of 8** natural persons proposed to be assigned to the contract. The status of each natural person included in the bid must be specified, and in particular whether they are employees or subcontractors. **Each natural person included in the bid will be assessed against the above eligibility criteria.** The Council reserves the right not to accept the inclusion in the contract of persons who do not meet the eligibility criteria or to reject a bid entirely if no profiles met the eligibility criteria.<sup>4</sup>

**For consortia only:** each consortium member **will be assessed against the eligibility criteria above.** Consortium members who are legal persons are requested to provide the profiles of a maximum of 12 natural persons proposed to be assigned to the contract. The status of each natural person included in the bid must be specified, and in particular whether they are employees or subcontractors.

**Each natural person included in the bid submitted by a consortium – whether as an individual consortium member or as a natural person attached to a legal person – will be assessed against the above eligibility criteria.** The Council reserves the right not to accept the inclusion in the contract of persons who do not meet the eligibility criteria or to reject a bid entirely if no profiles meet the eligibility criteria.<sup>5</sup> For a consortium to be validly constituted, at least two consortium members must satisfy the eligibility criteria.

#### Award criteria

The award criteria aim at assessing the quality of a bid in order to **identify the bid/s offering the best value for money.** Eligible bids will be assessed against the following award criteria:

Award criteria	Document/s to be submitted
Quality of the offer (70 points), including: <ul style="list-style-type: none"> <li>○ Relevance of educational background and thematic expertise in relation to the scope of the lot for which the tenderer is applying. (20 points)</li> <li>○ Extent and relevance of work experience specific to the lot(s) for which the tenderer is applying. (25 points)               <ul style="list-style-type: none"> <li>▪ Experience of working with diverse stakeholders at local level, including local authorities, would be an asset.</li> <li>▪ For LOT 1 only: experience in reflective coaching, and context-sensitive and adaptive mentoring would be an asset.</li> <li>▪ For LOT 2 (a, b, c, d, e, f, g, h, i, j, k) only: experience in implementing community initiatives in</li> </ul> </li> </ul>	CV, motivation letter and portfolio (samples of previous written work where applicable)

<sup>4</sup> If awarded a contract, legal persons undertake to entrust the execution of order forms only to the persons approved by the Council for inclusion in the contract. If, during the period of validity of the contract, it becomes necessary to replace one or more of the persons included in the contract, the legal persons undertake to assign to the contract only persons who satisfy the eligibility criteria above and to inform the Council without delay.

<sup>5</sup> If awarded a contract, consortium members who are legal persons undertake to entrust the execution of order forms only to the persons approved by the Council for inclusion in the contract. If, during the period of validity of the contract, it becomes necessary to replace one or more of the persons included in the contract, consortium members who are legal persons undertake to assign to the contract only persons who satisfy the eligibility criteria above and to inform the Council without delay.

<p>co-operation with diverse stakeholders would be an asset.</p> <ul style="list-style-type: none"> <li>○ Specific skills and capacities in effective communication, co-ordination, stakeholder management, research, project management and reporting. (25 points) <ul style="list-style-type: none"> <li>▪ Knowledge of digital communication tools and social media platforms would be an asset.</li> <li>▪ For LOT 2 (a, b, c, d, e, f, g, h, i, j, k) only: Knowledge of a minority language relevant to the region would be an asset.</li> </ul> </li> </ul>	
Financial offer (30 points)	Completed and signed Act of Engagement

The above award criteria will be assessed based on the bidder's capacity, as outlined in the supporting document, or on the basis of a consolidated assessment of the combined capacity of all eligible profiles or consortium members if the bid is submitted by a legal person or a consortium.

*Additional rules applicable to the submission and assessment of the bids*

The bidders' attention is drawn to the following additional rules governing the assessment of the bids:

- The Council reserves the right to hold interviews with prima facie eligible tenderers;
- Unless expressly provided otherwise in the tender documents, a bidder may not submit more than one bid for the same procurement procedure. Bidding for more than one lot – where a contract is divided into lots – is allowed;
- In the same procurement procedure, natural person may not submit a bid on his/her own behalf and, at the same time, be included in a bid submitted by a legal person or a consortium. In such cases, the Council of Europe reserves the right to exclude the bid submitted by the natural person from the procurement procedure;
- In the same procurement procedure, a legal person may not submit a bid and, at the same time, be a member of a consortium also bidding under the same procurement procedure. In such cases, the Council of Europe reserves the right to exclude the bid submitted by the legal person from the procurement procedure;
- The Council reserves the right to reject any bid if, in its sole judgment, the financial offer is abnormally low or high. The Council may request clarification from the bidder before making its determination.

The Council reserves the right to hold interviews with tenderers.

## F. NEGOTIATIONS

The Council reserves the right to hold negotiations with the bidders in accordance with Article 20 of Rule 1395.

## G. DOCUMENTS TO BE PROVIDED

- **One** completed and signed copy of the Act of Engagement;<sup>6</sup>
- A list of all owners and executive officers, for legal persons only;
- Registration documents, for legal persons only.
- When relevant, a document disclosing the provider's personal interests that are relevant for this procedure, in compliance with the instructions laid down above under the 'Exclusion Criteria' above (Section 'Assessment');
- All the documents listed above, under Section E, necessary for the assessment of the bid under the eligibility and award criteria
- A detailed CV, preferably in Europass format, demonstrating clearly that the tenderer fulfils the eligibility criteria. **For legal persons only:** a detailed CV, preferably in Europass Format, of each natural person allocated to the execution of the contract demonstrating clearly that they fulfil the eligibility criteria; **for consortia only:** a detailed CV, preferably in Europass Format, of all consortium members clearly demonstrating that they satisfy the eligibility criteria;
- At least two samples of previous written work in Word or PDF format (if the original document is not in English, it should be accompanied with a summary in English). **For legal persons only:** at least one sample of previous written work or other relevant documents specific to the lot(s) for which the tenderer is applying for each natural person allocated to the execution of the contract. **For consortia only:** at least two samples of previous written work or other relevant documents specific to the lot(s) for which the tenderer is applying for each consortium member;

<sup>6</sup> The Act of Engagement must be completed, signed and scanned in its entirety (i.e. including all the pages). The scanned Act of Engagement may be sent page by page (attached to a single email) or as a compiled document, although a compiled document would be preferred. For all scanned documents, .pdf files are preferred.



- Three references' contact details (including phone number and e-mail address);
- Motivation Letter in Word or PDF format **(For LOT 2 (a, b, c, d, e, f, g, h, i, j, k) only: clear indication that the applicant is based in, or able to work regularly in, the respective region).**

**All documents shall be submitted in English, except for samples of previous written work and the registration documents which can be submitted in the local language, failure to do so will result in the exclusion of the tender. If any of the documents listed above are missing, the Council of Europe reserves the right to reject the tender.**

**Documents may be submitted via file sharing services such as WeTransfer, Dropbox, OneDrive, etc.). In this case, the link must mandatorily remain active for at least 30 days after the deadline for the submission of the bids. Failure to ensure this may lead to the bid being excluded from the procurement procedure.**

**The Council reserves the right to reject a tender if the scanned documents are of such a quality that the documents cannot be read.**

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