

Terms of reference (ToRs) for the procurement of services below the EU threshold

Analysis of the Business Development Service (BDS) market

**Project number/
cost centre:**

19.2310.1-001.00

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0. List of abbreviations

| | |
|----------|---|
| BAS | Business Advisory Services |
| BASP | Business Advisory Service Providers |
| BMS | Business Management System |
| CMC | Certified Management Consultant |
| ECA | Ethiopian Consultants Association |
| ECBP | Engineering Capacity Building Programme |
| EDW | Entrepreneurship Development Workshop |
| EMD | Export Market Development |
| EMM | Export Marketing Management |
| FESMMIPA | Federal Small & Medium Manufacturing Industries Promotion Authority |
| ICMCI | International Council of Management Consulting Institutes |
| ILO | International Labour Organization |
| IV | Innovation Voucher |
| ITC | International Trade Centre |
| JCC | Jobs Creation Commission |
| KYB | Know Your Business |
| MInT | Ministry of Innovation & Technology |
| MoTI | Ministry of Trade & Industry |
| (M)SME | (Micro), Small & Medium sized Enterprises |
| QC | Quality Control |
| UNCTAD | United Nations Conference in Trade |
| SCM | Supply Chain Management |
| SGB | Small & Growing Businesses |
| SYB | Start Your Business |
| ToR | Terms of Reference |
| VL | Value Chains |

1. Context

Background

Ethiopia has made significant progress in its economic development in recent years, achieving economic growth of 10% per year on average (2010-2019), which is well above average within the region. Although this development has been instrumental in significantly reducing the poverty rate (from 71.1% in 1995 to 25.9% in 2019), the country continues to face multiple challenges. It is estimated that the population will double by 2060 (currently 109 million people). 2 million jobs will need to be created annually to accommodate this rapid population growth. While the government has pursued a far-reaching course of political, social and, in particular, economic reform, the latter has not yet tangibly translated into an improved business and investment climate for companies. For example, Ethiopia has ranked 159th out of 190 countries in the World Bank's Ease of Doing Business Index, unchanged since 2015. Multiple barriers to growth include cumbersome bureaucracy, limited access to finance, the wide-ranging problem of foreign exchange shortages, and strong competition from abroad. MSMEs, which account for 99 % of businesses in Ethiopia, are particularly affected by these unfavorable conditions.

In addition, many MSMEs are suffering from the effects of the COVID-19 pandemic. An initial analysis by the Jobs Creation Commission (JCC) estimated that 14% and 50% of MSMEs are unable to survive on a cash flow basis for more than one month and three months, respectively. Businesses in urban areas and those that depend on export markets and are embedded in food production, construction, and service industry supply chains are particularly affected.

Potential for private sector development comes from the Ethiopian government's reform efforts, particularly the Homegrown Economic Reform Agenda, which forms the strategic reference framework for national implementation of the 2030 Agenda. It aims to transform Ethiopia by 2030 from a largely low-income agrarian economy to a middle-income industrialized country, with the private sector playing a key role and being strengthened accordingly.

Moreover, the government has finalized and approved the Ten Years Perspective Development Plan (2021-2030) that intends to introduce inclusive and comprehensive reforms in the social, economic, administrative and institutional matters to bring about shared prosperity. Over the past two and half years, the government of Ethiopia (GoE) has introduced several measures to accelerate the economic growth and modernize the economy with a view of building a robust private sector driven economy. The GoE has also opened up the economy to the private sector which had been monopolized by the government. In a bid to advance overall telecommunications coverage and more specifically internet penetration with quality, dependable and competitive services, the government has liberalized and privatized the sector. One operator has signed the contract and is envisaged to start operation in April 2022. Other bids will be tendered shortly for selecting another operator, and for selling the share of the existing telecom operator, Ethio-telecom. Moreover, several other proclamations have been revised and promulgated such as the Investment proclamation, the more than half a century old commercial law and the trade registration and business licensing law.

Technology-savvy companies and intermediaries provide incentives for an innovative, future-oriented private sector. The government is supporting this development by investing heavily in extensive IT training at universities. Ethiopia's Digital Strategy 2025 which was put into effect aims to significantly improve the environment for fostering innovation and, as a result, to create over 2,000 start-ups and around 20,000 new jobs. The National Digital Payment Strategy has also been adopted recently. Additionally, the national payment system proclamation has been put into effect two years ago. Moreover, Ethio-telecom has launched *tele birr*, a mobile money service which facilitates cashless transactions.

The structural deficits identified, particularly with regard to the creation of adequate legal and regulatory frameworks, inhibit the growth of the private sector. The same applies to the services offered by public institutions, chambers of commerce and associations, intermediaries for innovation promotion and business consultants, which are inadequate both quantitatively and qualitatively. These deficits inhibit the growth opportunities of Ethiopian MSMEs, start-ups and Small & Growing Businesses (SGBs).

The objective of the **project “Private Sector Development in Ethiopia” (PSDE)** is: MSMEs, start-ups and SGBs benefit from improved growth opportunities. In particular, the target groups are owners/managers of MSMEs, start-ups and SGBs, who are to benefit from improved legal frameworks and services offered by various types of service providers. The activities also target women-owned businesses, whose needs are specifically addressed in service and consulting offerings, and businesses affected by the impact of the COVID-19 pandemic. Employees of the companies are also part of the target group.

The project is divided into four outputs:

- Output 1: Institutional, human resource and technical strengthening of relevant public institutions (MoTI, MInT, JCC, FeSMMIPA)
- Output 2: Strengthening capacities and services of chambers and associations
- Output 3: Strengthening capacities and services of intermediaries in the innovation ecosystem
- Output 4: Strengthening capacities and services of private business development services (BDS) providers¹

Context of the assignment: BDS and BDS providers

The Terms of Reference (ToR) at hand particularly correlates with **Output 4**. This output aims to improve the quality of the services offered by consultancies for MSMEs, SGBs and start-ups. Selected consultancies will be enabled to offer high-quality consulting services in line with demand. They will be qualified to professionalize their services and obtain international certifications.

¹ These may also be called business advisory service (BAS) providers (BASPs)

According to the theory of change, the improved quality and certification of the services offered by consultancies will increase demand for them, while the use of higher-quality services offers companies new opportunities for growth (project objective).

The affordability and result orientation of services offered by consultancies focusing on MSMEs, SGBs and start-ups need to be scrutinized and improved. Often business advisory services are said to be very expensive and generic in nature. This mainly results from a lack of instruments and methods in the hands of consultancies and other BDS providers and/or a lack of capacity to customize existing instruments to suit to the specific needs of MSMEs, SGBs and start-ups in Ethiopia. Hence, the intervention on these service providers should focus on enabling them deliver demand-driven, results-oriented and affordable services.

For the purpose of this assignment, BDS providers include associations, chambers of commerce, private consultancies and service providers, government agencies, etc. Innovation intermediaries such as incubators and accelerators shall not be included in the analysis.

The private and public consultancy industry in Ethiopia is not yet developed owing to the fact that the practice has only started a couple of decades ago and that there has not been supportive policy for its growth. In due course, there were lots of enterprise support instruments and methods introduced by different actors to support MSMEs, SGBs and start-ups, such as: Ex-GTZ's CEFE; the International Labour Organisation's Know Your Business (KYB), Start Your Business (SYB), etc.; the United Nations Conference in Trade (UNCTAD)'s Entrepreneurship Development Programme (EDW); the International Trade Centre (ITC)'s Export Market Development (EMD), ACCESS for Women Exporters, Business Management System (BMS); the Centre for the Promotion of Imports from developing countries (CBI)'s Export Marketing Management (EMM); etc. to mention but a few. Recently there are also other new programs that focus on quality management like KAIZEN, Quality Champions Programme, etc. promoted by the Kaizen Institute and ITC, respectively, and other programmes like Improving Productivity and Working Conditions by ILO-SCORE, etc. Agricultural value chain development is also trendy, which attracted different methodologies like Value Links by GIZ and other similar methods by other players like SNV, USAID, etc. Even though these instruments are powerful if used at the right time, place and condition, it was observed that everyone was applying what they have at hand without either customizing them to fit the specific situation or in places where these instruments aren't needed, i.e., they were often too much supply-driven.

An initiative by the Engineering Capacity Building Programme (ECBP), technically supported by GIZ, developed the competence of Ethiopian consultants in the area of a short version of MBA in Management Consulting and Lean Manufacturing, which helped in equipping Ethiopian consultants with methods and tools of consultancy processes and procedures. The Developmental State economic policy which was introduced in Ethiopia a decade ago put all these initiatives on hold.

| Outputs | Activities | Timeframe / Milestones |
|----------|--|--|
| Output 4 | <ul style="list-style-type: none"> • BDS providers identified and classified under areas of specialization like marketing, organization development, operations/production management, finance, SCM, quality management, packaging, etc., • Identify internationally recognized management consulting certification bodies like ICMCI for CMC, ITC for SCM, CEFE for entrepreneurship, VL for value chain, • Negotiate with certification bodies and conduct training, • Certify competent consultancy institutes and or consultants, • Strengthen the Ethiopian Consultants Association, • Develop a voucher scheme for BDS providers and make it institutional within either the association or FeSMMIPA or any other competent body, • Register MSMEs that are willing to cost share for the BDS, • Conduct need assessment and develop BDS standard model, • Linking BDS providers with MSMEs, SGBs and start-ups, • Launch demand driven BDS based on a voucher scheme, • Evaluate performance and recommend improvement. | <p>2/2022: BDS providers identified</p> <p>6/2022: BDS providers have been trained and certified at international level.</p> <p>12/2022: BDS providers developed customized standard MSME, SGB, start-up support models.</p> <p>12/2023: Voucher system initiated and implementation of support to SMEs put in place.</p> |

Disclaimer: All activities not highlighted in bold are not part of the tender at hand but of the broader project activities in output 4.

Based on the various consultations with government partners, MSMEs, SGBs and start-ups are not getting business development services that are badly needed to help them grow and thrive since there is no tailored service delivered at affordable cost. Moreover, the government institutions are not in a position to deliver these services on their own owing to limited capacities in terms of skills, capacities and outreach. Hence, the involvement of the private sector in this regard is believed to be beneficial in terms of accessibility, affordability and quality. However, the private sector BDS providers themselves need to be equipped with standard enterprise support tools, trained on the usage of these instruments and certified. Since market size and scale of operation play a big role in cost competitiveness, matching MSMEs, SGBs and start-ups with BDS providers will also be a crucial measure that needs to be considered.

Moreover, introducing such delivery models as a 'BDS Voucher scheme' would also promote value for money and accountability. The idea of BDS Vouchers takes a different angle compared to existing methods and tools. Rather than supporting entrepreneurs on a pre-decided area, BDS Vouchers aim to encourage entrepreneurs to come forward with their own ideas – where they want to innovate and with whom they want to succeed. BDS Vouchers are a government support that are usually issued in the name of the company to access facilities, services, advice or expertise. The main objective of the voucher system is to create relationships between MSMEs/SGBs/start-ups and BDS providers as well as academia in order to motivate knowledge transfer and/or tackle an issue that the business is facing.

2. Tasks to be Performed by the Contractor

The project is looking for consultants who will conduct an in-depth supply- and demand-side analysis of the BDS sector, identify and classify private and public BDS providers and provide advisory support to the implementation of a voucher scheme in Ethiopia. An international expert will guide the assignment. This analysis is supposed to provide the project with a solid basis to design appropriate measures to strengthen the capacities and services of selected BDS providers as well as specifications for the implementation of a voucher scheme for BDS.

The assignment is structured into several work packages:

- Supply and demand-side analysis of Business Development Services in Ethiopia
- Identification & classification of private and public BDS providers
- Advisory support in the implementation of a voucher scheme

I) Supply and demand-side analysis of Business Advisory Services in Ethiopia

To understand the BDS market on a larger scale, with a focus on identifying services needed by Ethiopian businesses, the consulting firm shall conduct an analysis of existing and needed business development services in Ethiopia.

USAID recently conducted an in-depth analysis of the BAS market in Ethiopia. The USAID analysis focused primarily on business advisory (development) and financial services. However, technological and technical services also play an important role in the development of a business. Therefore, in the analysis, the consultants are to shed light on the current service offerings of private and public BDS providers (including associations, government bodies, etc. that offer services for MSMEs, SGBs and start-ups) and identify gaps in the ecosystem based on the needs of MSMEs, SGBS and start-ups related to technology, business, technical and financial services by conducting:

- Desk research, and
- interviews and/or Focus Group Discussions

on/with

- i) BDS providers in order to understand incentives and constraints faced by the supply side, and
- ii) MSMEs, SGBs and start-ups to understand their service needs in the above-mentioned areas.

Overall, the consultancy shall conduct interviews with at least 15 private and public BDS providers and with at least 20 businesses – 10 MSMEs, 5 SGBs and 5 start-ups.

In the analysis, the consultancy shall also shed light on the willingness of MSMEs, SGBs and start-ups to pay for the services and analyze the current funding streams (government, donors, businesses, etc.) to BDS providers.

The exact methodological approach shall be suggested by the consultant and be discussed with the GIZ project team and the international expert during the inception phase of the assignment. The report on the results of the analysis is expected to be no longer than 50 pages. The concrete outline of the analysis shall be agreed upon with GIZ.

The main expected outcomes of the analysis and contents of the report are the following:

- Structured overview of the BDS providers market and their current service offerings (e.g., technical areas, targeted clients, outreach, etc.), including both qualitative and quantitative results
- Structured overview of the demand for services by the designated target groups (e.g., willingness to pay, services in need, etc.), including both qualitative and quantitative results
- Overview of the gaps between the supply and the demand side as well as recommendations for GIZ and other actors
- Detailed list of BDS providers, MSMEs, SGBs and start-ups selected for the interviews and/or the focus group discussions

II) Identification & classification of private and public BDS providers

Based on the results from the analysis, the consultancy shall identify & classify Ethiopian BDS providers with a high potential and interest to support MSMEs, SGBs & start-ups. The consultant shall look at private (e.g. consultancies, service providers, etc.) and public (e.g. association & chambers, government agencies, etc.) BDS providers, however, with a special focus on private BDS providers that offer business, technical, financial (non-banking) or technology services. The ex-Ethiopian Consultants Association (ECA) can help in this regard. The consultant shall compile a list of at least 50 such organizations that represent diverse sectors, address different target groups (MSMEs, SGBs and start-ups, including women-owned or -led businesses) and represent different private as well as public organizational types (e.g., associations, government agencies, consultancies, etc.) mapping their specific area of service and geographical location of operation. The list shall also include detailed information on prices of services, clients addressed with services, payers of services (e.g., MSMEs, SGBs, start-ups, donors, the government, etc.) and reputation in the ecosystem, among others. It is important that the list is a well-balanced selection of BDS providers covering several geographies in Ethiopia (Addis Ababa and at least 4 regions), and some of the following services (not limited):

| | |
|---|---|
| Business Services <ul style="list-style-type: none"> - New service development - New business model development - Idea validation - Marketing/Sales - Organizational development - Supply Chain Management - Quality Management - Branding - Advertisement & Promotional media selection and design of publications - Pricing - Customer services, - Business location analysis - Business strategies | Financial Management Services <ul style="list-style-type: none"> - Investment management - Tax planning - Corporate finance - Valuations & due diligence - M&A strategy |
| Technical Services <ul style="list-style-type: none"> - Prototype and product development - Packaging - Operational Excellence - Asset Lifecycle Management and Optimization | Technology-oriented Services <ul style="list-style-type: none"> - Product design development and validation - Product Architecture - UI/UX - Cloud, IoT, Big Data, AI - Digital governance - Cybersecurity |

The consultant will also conduct in-depth interviews with the selected BDS providers to identify capacity needs in the areas in which the BDS providers work and analyze the BDS providers' current competencies in delivering these services. The analysis shall also give an overview of the willingness of the selected service providers to be accredited and/or certified and the bodies that could offer these trainings/capacity building interventions/certifications/accreditations to the selected service providers. The result is expected to be a detailed documentation for each selected service provider that will provide GIZ with practical guidance in deciding which BDS providers to work with and capacitate in Ethiopia and integrated into the planned BDS Voucher scheme.

The main expected outcomes of the analysis and contents of the report are the following:

- A well-balanced list and documentation of 50 service providers from at least five regions (including Addis Ababa) outlining their services offered, prices of services, clients addressed, payers of services, reputation in the market, etc.
- A documentation of current competencies and capacity building needs of each BDS provider to offer appropriate services including their willingness to be accredited and/or certified

III) Advisory support in the implementation of BDS Voucher scheme

The consultancy shall present the market analysis and the list of BDS providers including their capacity needs to the relevant partners of the project. The project seeks to implement a BDS voucher scheme for the delivery of BDS to MSMEs, SGBs and start-ups.

The consultant shall advise the potential implementing partners (FESMMIPA, JCC, etc.) of the BDS Voucher scheme in Ethiopia on issues such as which services to focus on for the operation of the BDS Voucher scheme, which financing mechanisms to implement (e.g., co-financing together with MSMEs, SGBS & start-ups), and which BDS providers to work with. To implement this work package the consultancy shall work closely with the international agency entrusted with the overall implementation of output 4 of the project which is likely to start operating in Ethiopia in the beginning of 2022.

The main expected outcomes of the work package are the following:

- Advisory support to potential partners of the BDS Voucher Scheme and the international agency entrusted with the overall implementation of output 4 of the project

The Consultant shall overall allocate up to 150 working days in the timeframe from 1st of October 2021 to 31st of July 2022.

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

| Deliverable | Working days, up to | Deadline/ Period of assignment: |
|--|----------------------------|--|
| Proposed methodology agreed with GIZ, including questionnaires, work plan, etc. | 10 expert days | October 2021 |
| I) Supply- and demand-side analysis of Business Development Services (BDS) in Ethiopia | 40 expert days | October – December 2021 |
| II) Identification & classification of BDS providers | 70 expert days | December – February 2022 |
| III) Advisory support in the implementation of BDS Voucher scheme | 30 expert days | Ongoing |

The place of contract is Ethiopia.

All services must be provided in close consultation and coordination with the client. Coordination must also take place with the international experts deployed and with the separate contractor for output 4.

All documents and records prepared and made available for the assignment are to be treated confidentially. Forwarding to third parties and any other use that does not serve to achieve the objectives of the contract is prohibited.

3. Concept

Technical-Methodological Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved.

The technical-methodological concept to be submitted for this tender process shall not exceed 8 pages (DINA4). The concept shall be structured along the following headlines (see also assessment grid):

Strategy:

The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender. Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2). The bidder shall:

- Interpret the objectives of the assignment
- Highlight critical points related to the assignment (if there are any)
- Describe his/her strategy for the implementation of the assignment

Processes

The bidder is required to present and explain the implementation plan for the assignment, including work steps, milestones and schedule in accordance with Chapter 2.

Learning and Innovation

The tenderer must describe its contribution to the knowledge management of the project and how the analysis will support GIZ in its project objectives. In addition, the tenderer is required to present and explain measures that promote horizontal or vertical scaling-up. In this assignment, this applies particularly to scaling-up the knowledge gained in the analysis particularly with focus on implementing and setting up a BDS Voucher system and strengthening the capacity of BDS service providers.

Project Management

In its bid, the bidder is required to describe its approach and procedure for coordination with and within the project. The bidder shall also lay out the personnel assignment plan (who, when, what work steps) incl. explanation and specification of expert months based on the resources specified for the assignment.

Further Requirements

In the technical-methodological concept the bidder shall also elaborate on its competencies in the field BDS and strengthening of the BASP market. Furthermore, the consultancy shall

elaborate on the planned methodology to understand and analyse the supply and demand side of BDS Services in Ethiopia and how the consultancy plans to identify and classify suitable BDS providers in Ethiopia.

Personnel Concept

The bidder shall provide personnel for the positions listed herein and described in terms of scope of work and qualifications based on appropriate resumes. The qualifications listed below correspond to the requirements for achieving the maximum number of points in the technical evaluation.

The task is envisioned to be performed by two experts. The experts are expected to submit a CV (not more than four pages) meeting the following requirements:

Tasks of Expert 1:

- Conducts market analysis of Business Advisory Services in Ethiopia, especially **analyzing BDS targeting technology enhancement and development as well as technical skills**
- Identifies & classifies Ethiopian BDS providers and maps their capacity needs, especially those targeting technology enhancement and development as well as technical skills
- Advisory support in the implementation of BDS Voucher scheme (i.e. service focus, financing mechanisms, potential partner BDS providers, etc.)
- Coordination with other contractors and partners of the program, especially those relating to output 4

Qualifications of Expert 1:

- Education/training (2.1.1): Master's degree in **Engineering, Manufacturing, ICT** or related fields.
- Language (2.1.2): Working proficiency of Amharic (C2/D) and English (C1), levels in the Common European Framework of Reference for Languages
- General professional experience (2.1.3): 8 years of experience in working with Business Advisory Service Providers in Ethiopia
- Specific professional experience (2.1.4): 10 years of professional experience in the field of technology and technical business advisory, of which **5 years of experience in designing and implementing technological and technical change processes at organisations and/or SMEs**
- Leadership/management experience (2.1.5): - not applicable -
- Regional experience (2.1.6): - not applicable -
- Development cooperation (DC) experience (2.1.7): 2 years of experience in working in cooperation with DC projects.
- Other (2.1.8): 3 reference projects of similar nature in the past 5 years

Tasks of Expert 2:

- Conducts market analysis of Business Advisory Services in Ethiopia, especially analyzing BDS targeting **organizational, entrepreneurial, managerial and financial skills**
- Identifies & classifies Ethiopian BDS providers and maps their capacity needs, especially those targeting organizational, entrepreneurial, managerial and financial skills
- Advisory support on the implementation of BDS Voucher scheme (i.e., service focus, financing mechanisms, potential partner BDS providers, etc.)
- Coordination with other contractors and partners of the program, especially those relating to output 4

Qualifications of Expert 2:

- Education/training (2.2.1): Master's degree in in **Economics, Business Administration, Public Administration, Organizational Development, Finance** or related fields.
- Language (2.2.2): Working proficiency of Amharic (C2/D) and English (C1), levels in the Common European Framework of Reference for Languages
- General professional experience (2.2.3): 8 years of experience in working with Business Advisory Service Providers in Ethiopia
- Specific professional experience (2.3.4): 10 years of professional experience in the field of business advisory, of which 5 years of experience in designing and implementing change processes relating to **organisational, entrepreneurial, managerial and financial aspects at organisations and/or SMEs**
- Leadership/management experience (2.2.5): - not applicable -
- Regional experience (2.2.6): - not applicable -
- Development cooperation (DC) experience (2.2.7): 2 years of experience in working in cooperation with DC projects.
- Other (2.2.8): 3 reference projects of similar nature in the past 5 years

Soft skills of the Team Members

In addition to their professional qualifications, team members should also possess the following skills:

- Ability to work in a team
- initiative
- Communication skills
- Sociocultural competence
- Partner- and customer-oriented, efficient action
- interdisciplinary thinking

4. Specification of Inputs

| Fee days | Number of experts | Number of days per expert | Comments |
|--|-------------------|-----------------------------------|-----------|
| • Preparation/debriefing | 2 | 5 | |
| • Implementation | 2 | 70 | |
| Travel expenses | Number of experts | Number of days/nights per experts | Comments |
| • Per-diem allowance in country of assignment | 2 | 25 days | |
| • Overnight allowance in country of assignment | 2 | 20 days | |
| • Travel costs (train, private vehicle) | 2 | 10 days | |
| Flights | Number of experts | Number of flights per experts | Comments |
| • International flights | - | - | |
| • Domestic flights | 2 | 8 | roundtrip |
| Other costs | Number of experts | Amount per experts | Comments |
| • Translation/interpreters | 2 | | |
| | | | |
| | | | |
| | | | |

5. Requirements on the Format of the Bid

The CVs of the consultant must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must be submitted in English. If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract, the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.