

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

Project title: Support to the Initiative for Youth Employment (S2PYEI)	Processing number/cost centre: 20.2210.1-001.00
Country: South Africa	Transaction number: 83410294
Subject of the tender procedure: Supporting PYEI implementing organisations in managing change and developing organisational capacities	

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0. List of abbreviations

AVB	General Terms and Conditions of Contract (<i>Allgemeine Vertragsbedingungen</i>)
BMZ	German Federal Ministry of Economic Cooperation and Development (<i>Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung</i>)
PES	Presidential Employment Stimulus
PMO	Project Management Office
PYEI	Presidential Youth Employment Intervention
S2PYEI	Support to the Presidential Youth Employment Intervention
ToRs	Terms of reference

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1. Context

1.1 Project description

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH implements the project "Support to the Presidential Youth Employment Intervention (S2PYEI)". The project supports the Programme Management Office (PMO) at the Presidency of the Republic of South Africa in the coordination and implementation of the PYEI.

In doing so, the programme works along two main strains of activity:

- (1) Supporting the PMO in coordinating the PYEI and developing its governance structures and
- (2) Strengthening the capacities of PYEI implementing organisations.

1.2 Problem analysis

South Africa is currently the country with the highest official unemployment rate in the world. Young people in particular struggle to enter the labour market – a development which has been further exacerbated by the COVID-19 pandemic. The Presidential Youth Employment Intervention (PYEI) is a direct response to the challenge that too many young people are not transitioning from learning to earning. Those young people who do manage to access opportunities tend to zigzag on broken pathways, falling in and out of education and short-term work so that they are unable to realise their potential and gain a foothold in the economy. As a result, the unemployment crisis continues to deepen, and youth unemployment is at its highest level in over a decade.

The PYEI covers five priority areas that intend to increase levels of alignment across government and create space for innovation in ways that accelerate delivery and catalyse further actions over the next five years to change the trajectory of youth employment in South Africa:

- (1) A national Pathway Management Network to transition young people into the labour market
- (2) Demand-led training in growth areas of the economy
- (3) Support for self-employment and youth entrepreneurship
- (4) Vocational training and workplace experience
- (5) A National Youth Service

The implementation of the PYEI is coordinated by the Project Management Office (PMO) in the Presidency.

The PYEI is implemented by a wide range of actors, including governmental departments as well as governmental entities at the provincial and municipal level, but also private sector actors and civil society organisations. As part of the PYEI, some of these actors take on new roles and responsibilities, requiring new knowledge, and new or improved processes and structures. Others upscale projects they have previously run on a smaller scale, posing a whole different set of challenges for their organisational capacities. In adjusting to these challenges and fulfilling their mandate as part of the PYEI, some of them require support in managing

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transitions and change, and in developing their organisations so that they are able to achieve their new goals.

1.3 Project approach

The project supports the PMO in the implementation of the PYEI and strengthens the capacities of PYEI implementing organisations. This includes enhancing the skills and knowledge of key personnel through trainings and other capacity development measures, as well as measures to further develop the organisational capacities. To support the capacities of PYEI implementing organisations, it is envisaged that up to ten (10) PYEI implementing organisations will be supported by experts in organisational development or change management processes.

To strengthen PYEI implementing organisations and enable them to tackle these new challenges, S2PYEI intends to provide them with support in the fields of organisational development/ change management. The S2PYEI project seeks the services of an experienced team of organisational development/ change management experts to implement this support. The goal of the activity is to enable the PYEI implementing organisations benefitting from the support to contribute to the PYEI more effectively and efficiently, and thereby contribute to the reduction of unemployment among youth.

2. Tasks to be performed by the contractor

The contractor¹ is responsible for contributing to the activities of S2PYEI under output 4, indicator 2, which reads:

“20 potential PYEI implementing organisations implement activities to enhance their organisational and personnel capacities.”

The contractor contributes to the fulfilment of this indicator by providing the following services:

- Identify the goals and needs of PYEI implementing organisations to be addressed
- Strengthen the capacities of PYEI implementing organisations through organisational development or change management processes
- Develop recommendations for further capacity development measures for the PYEI implementing organisations, that have been accompanied in the prior process

The organisations benefitting from the support under this contract will be selected by the PMO, considering their (potential) role in the implementation of the PYEI and their capacities for its fulfilment. In March 2022, the first organisation has been selected – a governmental department. Other organisations will be selected by PMO in the course of 2022.

¹ Candidates/tenderers and contractors that deliver services above the EU threshold are consulting companies.

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In a kick-off meeting after the start of the contract, the contractor will be debriefed by GIZ and PMO on the status of communication with the selected organisation(s), as well as the selection process in general.

The contractor will engage with the selected organisations and identify the goal of the organisational development/ change management process to be conducted with that organisation. The goal must contribute to the organisation being able to better contribute to the implementation of the PYEI. The contractor will engage in discussions with GIZ and obtain approval after having analysed the needs and defined the goal, and before developing the process architecture/design and an implementation plan for the organisation (one plan per organisation). The plans will be shared with GIZ for approval and should contain the following information:

- Intended outcome
- Methods to be applied in the process
- How the new organisational capacities will enable the organisation to better contribute to the PYEI
- Who within the organisation will participate in the process (roles and responsibilities)
- Timeframe

The contractor will meet with GIZ on a monthly basis to report on progress regarding the processes with all organisations and flag any changes to the plans that might be required - also outside the regular monthly meeting routine if necessary. This process should be as agile as possible, allowing for adaptations in the plans reacting to changing needs and iterating where relevant.

After the conclusion of the process with an organisation, the contractor will write a report of 5-10 pages without cover and annexes (one report per organisation) containing the following:

1. Findings of the needs analysis or organisational analysis
2. Intended outcome of the process and how it relates to the organisation's contribution to the PYEI
3. Who participated in the process? Which teams or departments participated, and in what role? Who was consulted, interviewed, who participated in which formats (name, position, department?)
4. Which steps were undertaken as part of the process? Which formats were used? What was the timeline? Did the plan have to be adjusted in the course of the project, and if yes, why? Include documentation of any workshops or events that took place in the annex.
5. What was the actual outcome of the process? What has been achieved, and what hasn't? What can the organisation do now that it wasn't able to do before? How does this improve their ability to contribute to the PYEI?
6. Are there any outstanding needs for capacity development which could/should be addressed by GIZ at a later point in time and would further strengthen the organisation's capacity to fulfil their mandate in implementing the PYEI to the best extent possible (e.g. trainings on technical knowledge or skills related to employment promotion, on soft skills such as communication, conflict management, leadership, finance, organisational, time management, or other activities such as networking)

Upon submission of the report, GIZ will provide feedback and might require adjustments to the report if critical information is missing. The final report will be shared with the PMO.

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Information shared by participants and personal data of participants as part of the process with the contractor and GIZ will be treated strictly confidential and in compliance with South African and German data protection laws.

Any communication of the contractor with the organisations and individuals, any invitations, lists of participants, agendas or other written or verbal communication must strictly comply with GIZ corporate communication standards. GIZ will instruct the contractor at the beginning of the contract on the applicable rules.

There needs to be consistency in terms of the short-term experts who are assigned to work with an organisation. The contractor shall assign a team of at least two experts to work with an organisation, and any changes in the team shall be discussed with GIZ.

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

Milestone	Deadline/place/person responsible
Monthly progress meetings with GIZ	Every month for the duration of the entire contact
Definition of the goal for each organisation	1 month after taking up communications with the organisation
Submission of implementation plan for each organisation	1 month after GIZ approval of the goal definition
Submission of draft final report for each organisation	10 months after GIZ approval of implementation plan
Submission of final report after GIZ feedback	1 week after GIZ feedback

- Environment/climate change (mitigation)/adaptation to climate change:
Not applicable
- Conflict and context sensitivity and human rights:
All activities must be implemented in such a way that does not exacerbate racial, ethnic or religious tensions. Where applicable, the contractor ensures that accommodations are made to enable people with disabilities to fully participate in any of the activities under this contract. All activities shall be conducted at times and in places that enable all participants to partake without fear for their safety.
- Gender equality:
All activities implemented under this contract shall promote gender equality. Times, format and venues shall be chosen in such a way that women and men are equally able to participate. Wherever possible, the contractor shall encourage the participation of an equal ratio of women and men in the activities.

3. Technical-methodological concept

In the conceptual design of the tender (technical-methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them, as explained below.

In the tender, the tenderer is required to show *how* the specified targets and results are to be achieved in the tender (see section 1.1). For this purpose, the tenderer should consider the

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following five factors: strategy, cooperation, steering structure, processes and learning and innovation (sections 3.1 to 3.5). In addition, the tenderer must describe the design of the project management system in the narrower sense (section 3.6). The tenderer should avoid repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

3.1. Strategy (section 1.1 of the assessment grid)

The strategy is the core element of the technical-methodological concept.

The tenderer is required to interpret the targets that it is responsible for and provide a critical appraisal of the task (section 1.1.1 of the assessment grid). Subsequently, the tenderer must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for (see section 1.1) by means of the work packages described in section 2 (section 1.1.2 of the assessment grid). The tenderer should avoid repeating information from the description of the implementation approach (see section 3.6).

3.2. Cooperation (section 1.2 of the assessment grid)

Not applicable

3.3. Steering structure (section 1.3 of the assessment grid)

The tenderer is required to describe and explain its approach and its method for steering the measures with the partners involved in delivering the services set out in the tender (section 1.3.1 of the assessment grid).

The contractor plays an active role in the results-based monitoring of the project. The tenderer is therefore required to describe how it will monitor the results in its area of responsibility (section 2) in a way that corresponds with the client's expectations and specifications. It must also describe the related challenges (section 1.3.2 of the assessment grid).

The tenderer is required to present and explain its approach to steering the measures in cooperation with the project partners.

The tenderer is required to describe its results-based monitoring system and the related challenges, which must correspond with the client's expectations and specifications.

3.4. Processes (section 1.4 of the assessment grid)

The tenderer is required to present the processes in the sector that are relevant to the services in the tender, if necessary, on the basis of existing documents (see annexes) (section 1.4.1 of the assessment grid). Here, the tenderer must include a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particularly promising starting points for generating possible leverage (section 1.4.2. of the assessment grid).

3.5. Learning and innovation (section 1.5 of the assessment grid)

Not applicable

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3.6. The contractor's project management activities (section 1.6 of the assessment grid)

In its tender, the tenderer is required to describe its approach and procedure for coordination with and within the project (section 1.6.1 of the assessment grid).

The tenderer is required to draw up and explain an operational plan, which also includes a plan for the assignment of all the experts included in its tender, for implementing the strategy described in section 3.1. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts and, in particular, describe the necessary work stages. It must also take into consideration and, if necessary, add to the milestones in section 2 (section 1.6.2 of the assessment grid).

The tenderer is required to describe its backstopping concept. A brief CV with relevant details must be provided for the position of backstopper. (Section 1.6.3 of the assessment grid).

The following services are part of the standard backstopping package and must be factored into the fees for the staff listed in the tender as ancillary staff costs in accordance with GIZ's General Terms and Conditions:

- The contractor's responsibility for its staff
- Ensuring the flow of information between GIZ and the contractor's seconded staff
- Process-based technical-conceptual management of the consultancy inputs
- Managing adaptations to changing conditions
- Monitoring performance
- Ensuring the provision of project administration services
- Ensuring compliance with reporting requirements
- Specialist support for the on-site team from the contractor's staff
- Sharing and making local use of the lessons learned by the contractor

Project management specifications:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to perform the consultancy tasks.
- The contractor provides equipment and supplies/non-durable items and assumes the associated operating and administrative costs.
- The contractor will manage expenditures and costs, accounting processes and invoicing in accordance with GIZ's requirements.
- The contractor will report regularly to the client in accordance with the General Terms and Conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports specified in the GIZ General Terms and Conditions, the contractor submits the following reports:

- Implementation plan for each organisation
- Final report for each organisation
- Contributions to GIZ's reporting requirements towards its commissioning party or local partners

3.7. Sustainability requirements (section 1.7 of the assessment grid)

Objectives for the tenderer

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The tenderer is required to demonstrate how it will ensure that the project activities are sustainable and how it will implement them in a way that avoids or reduces unintended negative results and promotes gender equality.

In its tender, it is required to outline from its perspective the key possible unintended negative results in its area of responsibility and, where relevant, in the following areas: conflict and context sensitivity, human rights and gender equality. It must also discuss in greater detail the mitigation effects that will result from the key mitigation measures described in section 2. In the area of gender equality, the tenderer is also required to consider these aspects with regard to potential areas for support and corresponding support measures from section 2.

Requirement: Context sensitivity and human rights - 5 points out of a possible total of 10 points.

Requirement: Gender equality - 5 points out of a possible total of 10 points.

3.8. Further requirements (section 1.8 of the assessment grid)

Not applicable

4. Human resources

4.1. Specified human resources concept

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs (see section 6).

The qualifications listed below are the requirements for achieving the maximum number of points in the specialist assessment.

Expert 1: Team leader (section 2.1 of the assessment grid)

A statement of availability for this expert must be attached to the tender as an annex.

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures
- Taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ
- Supporting the officer responsible for the commission in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

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Qualifications of the team leader

- Education/training (2.1.1): University degree (bachelor's/master's) in organisational development, management, change management, social sciences or another relevant field
- Languages (2.1.2): Knowledge of English, C1 in the Common European Framework of Reference for Languages
- General professional experience (2.1.3): 10 years of professional experience in organisational development or change management
- Specific professional experience (2.1.4): 5 years experience in politically sensitive contexts
- Leadership/management experience (2.1.5): 10 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of work experience in South Africa
- Development cooperation (DC) experience (2.1.7): None
- Other (2.1.8): None

Expert 2: Not applicable (Section 2.2 of the assessment grid)

**Expert 3: Expert pool 1 with 3 up to 6 experts
(Section 2.3 of the assessment grid)**

Tasks of the expert pool

- Support the team leader in the delivery of expert services to implementing organisations
- Design, develop and implement measures for change management/ organisational development
- Preparation of meetings or workshops, including preparation of the agenda or concept notes and methodology in cooperation with GIZ and other relevant actors
- Facilitation of workshops
- Documentation of events, including photographic documentation, taking minutes, summarising inputs and delivery of reports

Qualifications of the expert pool

- Education/training (2.3.1): all experts with a university degree (bachelor's/master's) in organisational development, development studies, social sciences, management or another relevant field
- Language (2.3.2): all experts with knowledge of English, C1 in the Common European Framework of Reference for Languages
- General professional experience (2.3.3): 3 experts with 10 years of professional experience in organisational development
- Specific professional experience (2.3.4): 2 experts with 5 years of professional experience in working on projects consulting the public sector, 2 experts with 5 years of professional experience in politically sensitive contexts
- Leadership/management experience (2.3.5): None
- Regional experience (2.3.6): all experts with 5 years of work experience in South Africa
- Development cooperation (DC) experience (2.3.7): None
- Other (2.3.8): None

The tenderer must provide a clear overview of all the proposed experts and their individual qualifications.

The tenderer's ability to provide the pool of experts required here will be assessed on the basis of sample CVs.

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Soft skills of team members

In addition to their specialist qualifications, all team members should also have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Social and intercultural skills
- Efficient partner- and client-focused working methods
- Interdisciplinary thinking

4.2. Contractor's own human resources concept

Not applicable

5. Costing requirements

5.1. Assignment of experts

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule), because this is part of the competitive tender and is used to ensure that the tenders can be compared objectively. There is no entitlement to use the total number of expert days or the specified budget.

The number of expert days corresponds to the working days.

Expert	Expert days in Germany	Expert days in country of assignment	Expert days in total	Consecutive stay > 3 months	Number of international flights	Number of national flights
Expert 1: Team leader	0	40	40		0	tbd
Expert Pool 1	0	300	300		0	tbd

5.2 Local administrative staff

The contractor must submit a proposal for the assignment of local administrative staff. In the case of lump sums, the basis for the costing must be provided.

5.3 Travel expenses

The travel expenses must be costed as follows by the contractor:

Travel expenses budget: ZAR 160,000

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As the number and duration of the business trips is not yet clear, the above-mentioned fixed, unalterable travel-expenses budget for all trips for all experts is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs
- Ancillary travel costs (visa etc.)

The costs are reimbursed in accordance with the country table in the GIZ travel expenses guidelines as a lump sum (per-diem allowances and accommodation allowances up to the highest rates under tax law for the country in question) or on submission of documentary proof (accommodation costs which exceed this up to an appropriate amount, the cost of flights and other forms of transport). All business travel must be agreed in advance by the officer responsible for the project. Travel expenses must be kept as low as possible.

5.4. Equipment

Budget for equipment: ZAR 25,000

The fixed, unalterable budget above is earmarked for the procurement of workshop and moderation equipment.

5.5. Operating costs in the country of assignment

The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract. The lump sum must include all the costs involved in the proper running of the offices and vehicles.

5.6. Workshops, education and training

The contractor runs the following workshops/study trips/training courses:

- Any events, trainings or workshops required as part of the change management/organisational development process

Workshop budget: ZAR 160,000

The fixed, unalterable budget given above is specified in the price schedule for workshops. The budget includes the following costs relating to the planning and running of workshops:

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- Room hire
- Technical systems
- Moderation services
- Translation/interpreting
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

Wherever possible, the participating organisations shall cover these above items as their contribution to the joint activities. The workshop budget indicated above is to cover costs for such items where the organisation is unable to provide them.

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (sections 5.4 to 5.7 and 5.9 of the financial bid).

5.7. Local subsidies

– Not applicable –

5.8. Other costs

– Not applicable –

5.9. Flexible remuneration item

Budget for flexible remuneration: ZAR 160,000

The fixed, unalterable budget given above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the officer responsible for the commission at GIZ. The contractor can make use of the funds in accordance with section 3.1.3.2 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated. The language of the tender is English.

The technical-methodological concept of the tender (section 3 of the ToRs) is not to exceed 10 pages (not including the cover page, list of abbreviations, table of contents and brief introduction).

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU-format and must not be more than four pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references.

We strongly request that you do not exceed the number of pages specified.

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7. Options

7.1 Follow-on measure/extension of service-delivery period

It is possible to continue key elements of the service specified in the tender as part of a follow-on measure within the context of the basic project. This is described in detail below.

Type and scope: The duration of the contract can be extended so that the work with selected organisations can continue for a longer period of time. The number of organisations benefitting from the activities can be increased.

Precondition: The contract for the follow-on phase is awarded by GIZ's commissioning party in the event the project duration of the S2PYEI project is extended, and local partners are satisfied with the services delivered.

7.2 Expansion of the service content

Not applicable

8. Annexes

None

9. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **08th July 2022** all documents must be in PDF.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in ZAR.
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal, we will conclude that you have read and accepted these terms and conditions.
- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.
- **Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.**
- Bidders must strictly avoid conflicts with other assignments or their own interests. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be

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considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:

- a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;
- b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;
- c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or
- d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.

- In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.

- Similarly, the Bidders must disclose in their proposal their knowledge of the following:

- a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
- b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**
- **Questions & Answers will be placed on the link provided.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**