
**Project number/
cost centre:
18.2132.1-001.00**

**Develop and deliver eTraining to support SMMEs in South Africa on
inclusive recruitment of digitally skilled youth**

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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2020
BMZ	German Federal Ministry for Economic Cooperation and Development
CPD	Continuing Professional Development
DEI	Diversity, Equity and Inclusion
DS4JI	Digital Skills for Jobs and Income
HR	Human Resources
IPM	Institute of People Management
NQF	National Qualifications Framework
ToRs	Terms of reference
TVET	Technical/Vocational Education and Training.
SABPP	South African Board for People Practices
SASLAW	South African Society for Labour Law
SMME	Small, Micro or Medium Enterprise

1. Context

The Digital Skills for Jobs and Income project (DS4JI, 18.2132.1-001.00, Duration: 2020 – 2024), implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) has four main objectives which aim to increase the employment prospects of young South Africans in various sectors through a combination of the following

- access to qualitatively improved and demand-oriented training through integration of digital competences and methods into the training courses of the formal TVET system, at selected TVET colleges with a focus on young people, especially girls and women (Output 1),
- demand-oriented further training through financial and technical support of the respective service providers which will lead to an expansion of further training and networking measures and thus enable a larger number of young people to improve their employment prospects with regard to dependent or self-employed employment (Output 2),
- improved recruitment policies of companies through the introduction and implementation of new, gender-sensitive approaches to identifying applicants with the digital skills demanded by the company (Output 3),
- increased networking and cooperation of initiatives and actors and the exchange of learning experiences in the transformative process of digitization of the South African economy (Output 4).

The focus of this ToR is Output 3 which addresses the personnel recruitment processes of selected South African small and medium-sized companies. The aim of the output is to improve the capacity of selected South African SMMEs¹ to recruit young people with digital skills in a gender-sensitive and inclusive way. During the appraisal mission of this project, it was found that some companies may lack the expertise and tools to identify and recruit digitally skilled workers to match the vacancies in their organization.

Some of the issues that may exacerbate this problem are the following:

- due to the high unemployment rate in South Africa many young South Africans apply for positions that they may not be qualified for, thus resulting in a barrage of applications that the HR personnel need to go through
- the HR personnel cannot or do not have the expertise to match the correct technical, digital and soft skills to the advertised position

This leads to a mismatch of the applicant to the position which creates an unnecessary burden on the small/medium companies to upskill the new employees in order to make them competent for their positions.

¹ SMME is the collective term for businesses that do not exceed defined limits in terms of number of employees and total annual turnover. The legal limits are specified by sector in the National Small Enterprise Act.
https://www.gov.za/sites/default/files/gcis_document/201903/423041gon399.pdf

According to the World Bank (2018), “Digital skills exist on a continuum, ranging in level from basic to intermediate to advanced (see Figure 1). These skills refer to “a combination of behaviours, expertise, know-how, work habits, character traits, dispositions and critical understandings” that enable youth to actively participate in and contribute to the digital economy.”



Figure 1- Digital Skills- Basic to Advanced (World Bank, 2018)

Employers also view cross-functional, soft, or human skills as rising in prominence when selecting applicants to vacancies. Traditionally these skills included critical thinking, analysis and problem solving. New emerging skills post covid are skills in self-management, active learning, resilience, stress tolerance and flexibility (World Economic Forum, 2020)

Although, the South African tech sector is finding it hardest to fill vacancies, it is not the only sector that can't meet key digital skills demands. Organisations across industries are struggling to find the right digital skills needed to enable digital innovation, support recovery from the economic impact of the COVID-19 pandemic, and drive future growth. Even everyday digital skills covering expertise in areas such as smartphone usage, website browsing, social media and productivity programs like Word, Excel, and Google Docs are in short supply².

Therefore, the impact hypothesis for output 3 is that digitised recruitment processes in companies will facilitate the targeted selection and recruitment of digitally competent young people and especially women, thus improving access to employment for, among others, the young people qualified under outputs 1 and 2 of the DS4JI project.

This could be accomplished by:

- Introduction of HR instruments that also comprehensively map soft skills (e.g. conduct, initiative, critical thinking).

² Growing digital skills for the future of work By Robin Fisher -17th Feb 2022 (<https://www.bbrieff.co.za/2022/02/17/growing-digital-skills-for-the-future-of-work/>)

- Training of HR managers on gender-sensitive, digital approaches to human resources development and skills assessment.
- Development and implementation of e-training courses.

The development of an appropriate digital toolkit (e.g. integration of content from platforms such as LinkedIn, introduction of video applications, serious games as a selection mechanism, etc.) will strengthen the companies' human resource management capacities. These SMMEs will be supported by training their HR personnel to use digital tools to assist in the recruitment of applicants with the digital skills demanded by their companies. The HR Professional's individual competences with regard to the use of digital tools and gender sensitivity should be increased. The gender-sensitive design (including - diversity, equity and inclusion) of the instruments and the sensitisation of HR managers specifically contributes to equal opportunities for women in the labour market. The HR professionals of these SMMEs are further trained on gender-sensitive approaches to recruitment and skills assessment. Ideally, the tools also reflect the soft skills, such as attitude, initiative, critical thinking etc. of the applicant to match the vacant position.

The overall project objective linked to output 3 is that 50% of the 150 medium-sized South African enterprises supported by the project state that they can better cover their need for employees with the requisite professionally relevant digital skills.

2. Tasks to be performed by the contractor

The contractor is responsible for achieving the target indicators, outputs and output indicators described in this document.

Target indicators

500. representatives of South African companies receive e-training on HR instruments

150. HR managers at South African companies are trained on DEI (diversity, equity and inclusion)

Output 3 The ability of selected South African companies to hire young people with digital skills in a gender-sensitive way has improved

OP 3, 100%

Output indicators:

1. 500 representatives of South African companies (of which 30% are run by women) demonstrate based on a specific example that they have used new HR instruments introduced with the help of e-training courses.
2. 150 HR managers at South African companies, of whom 50% are women, demonstrate based on a specific example that gender sensitivity in their HR processes has improved.

The contractor is responsible for providing the following services:

1. Analysis of the HR personnel e-recruitment system used in South Africa, particularly by SMMEs
2. Identification and selection of the SMMEs that will be participants in the programme, including a clear strategy on how this will be done
3. e-Training needs analysis, design and development
4. Provide the e-training and the specific training on DEI as per the identified participants

As a measure of sustainability, preference will be given for interventions that will be developed for and owned by GIZ. All interventions, especially the content and roll-out plan of the e-trainings, will have to be presented to and approved by the project team prior to their conduction.

The service provider will submit monthly progress reports in line with GIZ reporting requirements and timelines - All requirements for reporting are addressed in paragraph 3.6.

In addition to the reporting that is provided to DS4JI, the project has appointed an external service provider to conduct post-training knowledge based skills testing on all participants to confirm the success of the provided trainings and the achievement of the Output indicators. Ensuring the participation of all participants in the knowledge based skills test conducted by the external service provider, who qualifies as data controller of the participants data, will be a prerequisite for the successful completion of the trainings provided. Therefore, the service provider will be required to transmit participants data with the external service provider responsible for conducting the knowledge based skill test. However, the data to be transmitted should be ideally limited to the publicly available contact details of the companies.

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

Milestone	Deadline/place/person responsible
Inception Meeting and Project Plan	2 weeks after the start of the contract
Interventions to start	2 weeks after the start of the contract
Monthly progress monitoring reports	Monthly
Submission of final results	6 months after contract award
Draft Close Out Report	6 months after contract award
Presentation and approval of close-out training report	8 months after contract award
All participants completed the knowledge based test/survey conducted by an external service provider	Completed 8 months after the start of the contract

Period of assignment: 8 months 2 May to 29 December 2023

The contractor is responsible for providing the following work packages and the accompanying milestones:

Work package 1: Analysis of the HR personnel e-recruitment system in South Africa

This includes the following list of activities

- Depiction of the SMME personnel recruitment practices and procedures used in South Africa, especially the use of e-recruitment tools, gender sensitivity and inclusivity practices, ie. DEI
- Assessment of the e-recruiting tools, techniques and instruments used by SMMEs, including the SAyouth.mobi site amongst others. The assessment should include their capability to match the technical, digital and soft skills of applicants to the position, and the extent to which these practices are gender sensitive and disability inclusive
- Determine the suitability/appropriateness of the e-recruiting tools and DEI practices to be introduced to SMMEs for the South African context

Recommend the **most suitable** e-recruiting tools to be employed (new or existing) by SMMEs in South Africa to recruit appropriate technical, digital and soft skills. This should include an evaluation of the potential impact of each recommended tool/instrument

Milestones for work package 1	Delivery date/period
Report on the analysis to be provided to GIZ	6 weeks after the start of the contract
Approval of the analysis by GIZ	2 weeks after the receipt of the report

Work package 2: Identification and selection of the SMMEs that will be beneficiaries of the programme:

- South African SMMEs to be determined as per the targets set in Output 3 (minimum of 150 SMMEs, thereof minimum of 30% run by women³, minimum of 50% female HR managers)
- Provide the following evidence for the women identified in the women led SMMEs:
 - Clear description of roles and responsibilities and evidence of execution of responsibilities
 - A confirmation to be provided from the companies, that the business is run by women/ HR manger is female
 - Contactable references to verify previous work experience (where applicable)
- Selected SMMEs must have a high recruitment capacity for roles that require digital skills and that currently have vacancies or will have vacancies post training for these skills

Milestones for work package 2	Delivery date/period
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³ Companies are run by women if a woman holds the role of CEO or a Board is comprised predominantly of women

Identification of the SMMEs as criteria provided above in the description of Work package 2	6 weeks after the start of the contract
Identification of the 500 representatives of the 150 SMMEs that will be trained on the HR instruments via e-training	6 weeks after contract award
Identification of the 150 HR personnel (as per output indicator 2) that will be trained on DEI	6 weeks after contract award
Provision of the anonymized list to GIZ	6 weeks after contract award
Written consent to participate received from all training beneficiaries	2 months after contract award

Work package 3: e-Training needs analysis, design and development

The design of the training should:

- Provide/present an overview of the different e-recruiting tools/techniques/instruments used in South Africa, and highlight those used by SMMEs (as determined by the analysis)
- Showcase the value of using digital platforms to assist SMMEs to efficiently fill vacancies. Provide an overview of apps, games and other digital tools that could be effectively used in the recruitment process. Highlight the potential impact of each recommended tool/instrument as evaluated in the analysis in (1)
- Include the use of SAYouth.mobi platform for recruitment and selection of technically/digitally skilled persons to match job requirements for SMMEs
- Include how to match the applicants' soft skills to the vacancies
- Ensure institutional entrenchment of the practices by the beneficiaries
- Preferably fulfil the requirements of Continuing Professional Development (CPD) and/or align to the principles of CPD training for Human Resource (HR) professional bodies such as the South African Board for People Practices (SABPP), South African Society for Labour Law (SASLAW) and/or the Institute of People Management (IPM)
- Be scalable for further rollouts

Development of e-training module on HR instruments should:

- Provide a specific tutorial on SAYouth.mobi for recruitment purposes
- Be complimented by showcasing the use of suitable Apps, serious games and filter mechanisms to identify required skills to match digital and soft skills of applicants to the position
- Include elements of the e-recruitment tools/instruments/techniques from the analysis conducted in (1)
- Develop a toolkit of recommended e-recruitment tools/instruments/techniques mentioned above, incorporating Inclusive Hiring practices for disseminating across wider GIZ stakeholder networks. Content of the toolkit should be transferrable to audio-visual learning format

Development of Training on DEI (diversity, equity and inclusion)

- Determine the content appropriate for the South African context with specific consideration for but not limited to the previously disadvantaged/or a specific gender
- Provide the length of the programme together with the outcomes that need to be achieved
- Define the best way to facilitate the training module to meet the output indicator 1 and 2. These could include face-to-face training workshops, with role playing, practical tips, etc
- Conduct a post programme evaluation/assessment of 150 HR managers as per target defined in Work package 2

Milestones for work package 3	Delivery date/period
Content, length of the programme and roll-out plan of the e-trainings on HR instruments provided to GIZ for approval	3 months after contract award
Content, length of the programme, delivery method and roll-out plan of the DEI trainings provided to GIZ for approval	3 months after contract award
E-training module approved by GIZ	3 months after contract award
DEI trainings approval by GIZ	4 months after contract award
e-recruitment toolkit approval by GIZ	4 months after contract award

Work package 4: Conduct e-training

Provide the e-training and manage the accompanying processes to:

- Meet the targets as identified in the output indicators
- Provide updates on the progress of the training

Training on DEI (diversity, equity and inclusion)

- Provide training to HR professionals as identified in output indicator 2 - 150 HR professionals of South African SMMEs, of whom 50% are women
- Training must equip the HR professional to include gender-sensitivity and diversity in their recruitment/hiring practices
- Preferably fulfil the requirements of CPD and/or align to the principles for CPD training of HR professional bodies such as the SABPP, SASLAW and/or the IPM
- Disseminate toolkit of recommended e-recruitment tools/instruments/techniques across wider GIZ stakeholder networks and other additional stakeholders within the digital skills development ecosystem, including, but not limited to HR professionals, through GIZ-approved platform(s)

Milestones for work package 4	Delivery date/period
Train 500 representatives of South African SMMEs (of which 30% are run by women) on the HR instruments through e-training courses.	10 weeks training period – start after GIZ approval of trainings

Provide an anonymised participation list and training evaluations completed by the participants	End of training period
Train 150 HR managers from South African SMMEs, of whom 50% are women	12 weeks training period – start after GIZ approval of trainings
Completed assessment of 150 HR Professionals as per the output indicator	End of training period

Safeguards and gender considerations with specific reference to services:

The contractor is required to take the following key measures to avoid or reduce possible unintended negative results and to support gender equality in its area of responsibility:

- Environment/climate change (mitigation)/adaptation to climate change:
Not Applicable
- Conflict and context sensitivity and human rights:

The contractor ensures that the activities under this contract do not exacerbate any racial, ethnic or religious tensions. The principles of participation and non-discrimination are applied in the design of activities and in the selection of beneficiaries. Where applicable, the contractor ensures that any support provided under this contract is accessible for people with disabilities. Times and locations of activities are chosen in such a way that no participants need to fear for their safety. The activities will be designed in such a way that supports the implementation of national and international labour law standards.

- Gender equality:

The project supports the improvement of education and training for young people in South Africa by developing and providing learning opportunities to teach digital skills, particularly but not exclusively for girls and young women. The project contributes to the goals of the BMZ's #eSkills4Girls initiative. Gender equality is mainstreamed in all activities under this contract. The contractor ensures that women and men are equally able to participate in the activities. This includes, but is not limited to, ensuring that activities take place in locations, formats and at times of the day which do not preclude either gender from participating more than the other. Communication is used to combat harmful stereotypes. All relevant indicators are collected and reported in a gender-disaggregated manner.

3. Concept

In the bid, the bidder is required to show how the specified targets and results are to be achieved with the work packages defined (see chapter 2). For this purpose, the bidder should consider the 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.

Technical-methodological concept

3.1. Strategy (section 1.1 of the assessment grid)

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

The bidder 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 bidder must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for by means of the work packages described in chapter 2 (section 1.1.2 of the assessment grid). The bidder is expected to provide a detailed plan and methodology as part of their strategy. 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)

The bidder must describe the relevant actors (partners and others) for the service in the tender and their interactions (section 1.2.1 of the assessment grid). The bidder is required to develop a concept that shows how the cooperation with these actors is to be established and put into practice (section 1.2.2 of the assessment grid). The project's cooperation arrangements referred to in chapter 1 must be taken into consideration.

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

The bidder 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 (chapter 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 bidder is required to present and explain its approach to steering the measures with the contractors and other stakeholders. 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 describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

3.5. Learning, Innovation and Gender sensitivity strategy (section 1.5 of the assessment grid)

The bidder is required to provide a strategy of how they will ensure skills transfer to GIZ and beneficiaries as well as gender sensitivity during all phases of the project. The majority of target beneficiaries of DS4JI are females, as such sensitivity needs to be ensured when collecting and analysing data. Long-term sustainability and scaling up of the interventions must also be demonstrated.

Furthermore, the following steps should be considered:

- Contributions to conferences.
- The contractor's experts are actively involved in GIZ's sector networks.
- All training modules developed to be handed over to GIZ.
- Ensure all participants complete the knowledge based test/survey that will be conducted by an external service provider.
- Scheduling and coordinating monthly report meetings, including submission of written reports. These meetings could be conducted virtually.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

In addition, the bidder is required to present and explain measures that promote horizontal or vertical scaling-up (section 1.5.2 of the assessment grid).

3.6. Project management of the contractor (section 1.6 of the assessment grid)

In this tender, the bidder 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 Chapter 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 seconded 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, paragraph 2.3, the contractor submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- In-depth monthly report on the implementation status of the project (5-7 pages)

All reports will be submitted to the Programme Component Manager of DS4JI. The reported data will be anonymised upon submission to GIZ. The service provider will also manage data in accordance with the EU-General Data Protection Regulation (EU-GDPR) and the Protection of Personal Information Act (POPIA) of South Africa.

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their full CVs (see Chapter 6), the range of tasks involved and the required

qualifications. The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.. Gender equality is one of the key values of GIZ and its work. It is a prerequisite for sustainable development at both national and international level. The bidder's personnel concept should take this into account. Therefore, the personnel concept should be as balanced as possible between women and men.

Team leader: Overall responsibility for the advisory package of the contractor (Project Manager)

Tasks of the team leader

- The lead consultant has the overall responsibility for the work packages of the contractor (quality and deadlines) and for personnel management.
- Overall responsibility for the work packages of the contractor (quality and deadlines)
- Strategy, implementation, monitoring and evaluation of all required interventions for output 3
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Design, implementation, monitoring and evaluation of capacity development measures and entrenchment of these for SMMEs in the areas of e-recruitment, HR DEI practices, digital skills matching to vacancies and improvement of gender sensitivity in their HR processes
- Taking cross-cutting themes into consideration (for example, gender equality)
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term 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
- Liaison for all project-related matters

Qualifications of the team leader

- Education/training (2.1.1): University qualification (Masters) in Human Resource Management/Development or Industrial and Organisational Psychology
- Language (2.1.2): C2 Knowledge of English in the Common European Framework of Reference for Languages
- General professional experience (2.1.3): 10 years of professional experience in the Skills development or Human Resources Management/Development or Organizational Development for the SMME sector
- Specific professional experience (2.1.4): 5 years of professional experience in e-training programmes for digital recruitment in SMME sector
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in South Africa

Requirement: Experience: Partial weighting 7 points out of a possible total of 10 points,
Requirement: Qualifications: Partial weighting 3 points out of a possible total of 10 points.

Expert 1

Tasks of expert 1

- Support team lead in implementing the work packages
- Design, develop and implement training programmes in multiple formats
- Contribute relevant technical advice and quality assurance of eLearning modules
- E-Training needs analysis
- Identification of SMMEs for implementing trainings in South Africa
- Facilitating training sessions as per requirements
- To ensure transfer of skills is conducted using practical role plays that support the theory
- To ensure participation by ALL attendees and ensure that they can transfer skills acquired to their respective working environments and HR processes
- Research

Qualifications of expert 1

- Education/training (2.2.1): University degree (masters) in the field of Human Resource Management/Development or Industrial and Organisational Psychology
- Language (2.2.2): Research, development, editing/copyrighting and reporting of e-training modules in both verbal and written in English. (C2 Knowledge of English in the Common European Framework of Reference for Languages)
- General professional experience (2.2.3): 5 years of professional experience in the skills development or facilitation of e-training modules for HR and other professionals in the SMME sector
- Specific professional experience (2.2.4): 5 years of professional experience in learning and development, or talent management, or quality assurance of e-training programmes for digital recruitment in SMME sector and knowledge of DEI concepts, teaching these concepts, including how HR professionals can embed them in their company's recruitment processes and procedures
- Leadership/management experience (2.2.5): 2 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.2.6): 5 years of training experience in South Africa

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Short-term expert pool with minimum 2, maximum 4 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- E-Training needs analysis for SMMEs and assessment of skill levels of HR practitioners in South Africa
- Analysis, implementation and assessment of e-training programmes for digital recruitment in SMME sector in South Africa
- Creating effective training materials, and delivering training programmes in multiple formats
- Liaison with senior leadership, to determine the needs of the organisation and assess suitability of training programmes
- Knowledge of the DEI training
- Facilitating training sessions as per requirements (e-learning/in person workshop, etc)
- To ensure transfer of skills is conducted using practical role plays that support the theory
- To ensure participation by ALL attendees and ensure that they can transfer skills acquired to their respective working environments and HR processes
- Curriculum analysis
- Research
- Facilitating assessment post training of beneficiaries
-

Qualifications of the short-term expert pool

- Education/training (2.6.1): 2 experts with university degree (Bachelor) in Human Resource Management/Development or equivalent, 2 experts with university (Masters) qualification in Industrial and Organisational Psychology or Change Management or Organisational Development
- Language (2.6.2): 4 experts who can deliver training modules for workshops, seminars, conferences in both verbal and written English (C2 Knowledge of English in the Common European Framework of Reference for Languages and another South African national language (equivalent to C2 level)
- General professional experience (2.6.3): 4 experts, with a total of 10 years of professional experience in skills development for the SMME sector
- Specific professional experience (2.6.4): Each expertise listed below has to be covered by at least one expert. Each expert may, however, cover more than one field of expertise:
 - one expert with 3 years of professional experience in digitally supported recruitment processes and instruments for HR professionals
 - one expert who has 2 years of professional experience in facilitating CPD training courses for HR professionals
 - one expert who has 2 years of professional experience in workforce planning and selection
- Regional experience (2.6.5): 4 experts with a total of 10 years of training experience in Southern Africa

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

The bidder's ability to provide the pool of experts required here will be assessed on the basis of 4 full CVs.

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
- Knowledge of the SMME ecosystem in South Africa
- Gender sensitivity
- Highly effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines
- Self-motivated and able to work independently
- Excellent oral and written communication
- Creative thinking and emotional intelligence
- Cultural sensitivity

5. Costing requirements

Assignment of personnel

Team leader:

Expert 1:

Short-term expert pool:

163 days for all expert combined.

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, flight costs and other travel expenses.

Domestic flights. 40 roundtrips

Workshops, training

The budget provided by GIZ for implementing the trainings is budgeted for 80 workshops that amounts to ZAR 156 000.

Flexible remuneration item

There is a budget of **ZAR 195 000** as a flexible remuneration item, which is already set in the price schedule.

The contractor can use this budget to exceed the contractually agreed quantities up to the amount of the flexible remuneration item, taking into account the contractually agreed individual rates and bases for invoicing. The use of the flexible remuneration item must be approved in writing by GIZ before the costs in question are incurred.

The following payment plan will be used for the duration of the contract:

Payment	Percentage	Deliverable
01 (Advance Payment)	10%	Signed Contract, Inception meeting, Detailed Project Plan
02	10%	Work Package 1 completed and approved by GIZ
03	5%	Work Package 2 completed and evidence provided to GIZ
04	25%	Work Package 3 completed and approved by GIZ
05	30%	Work Package 4 Conduct training and evidence provided to GIZ
06	10%	Final close report approved
07 (Final Payment)	10% (Remainder)	All participants completed the knowledge based test/survey conducted by an external service provider

6. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language). Please submit full CVs and not abbreviated ones. CVs should clearly indicate each respective role in Chapter 4, responding to specific listed requirements.

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.

7. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is to be drawn up in English.

The technical-methodological concept bid shall not exceed 10 pages (excluding CVs). The number of pages per chapter are indicative.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted and shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs must also be submitted in English.

The bidder must also provide five (5) examples and references of work of similar scope and size through a brief description of the project, the dates and who the services were provided for.

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.

8. Data protection

The performance of the contract may be associated with the processing of personal data by the contractor, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including regional and local laws. The contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. The GIZ is NOT in any way responsible for such processing.

9. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later **09 May 2023 extended to 11th April 2023** 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**.
- **Above-mentioned budgets for workshop and Flexible Remuneration must be added to you costing.**
- 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 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.

Scientific data

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.**

10. Annexes

- (A) Module proposal (Yes)
- (B) Results model (Yes)