

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

Consultancy Services for technical support in setting up the WorldSkills Africa desk at AUDA-NEPAD.	Project number/ cost centre: 22.2060.6-001.00
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0. List of abbreviations

AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency
AVB work	General Terms and Conditions of Contract for supplying services &
MoU	Memorandum of Understanding
MS	Member States
SIFA	Skills Initiative for Africa
ToRs	Terms of reference
VET	Vocational Education and Training
WSAfrica	WorldSkills Africa
WSI	WorldSkills International

1. Context

1.1. Continental sector background

With 1.4 billion people, 65% of whom are under 35 years of age, Africa is the only continent whose working-age population will grow rapidly beyond 2035. Africa's young population (15-35 years) is estimated to reach 664 million people by 2030, of whom approximately 50% are female. As a result, 334 million young women will seek employment. However, due to a lack of labour market orientation or lack of vocational qualifications, many people, especially girls and women, lack the prerequisites for decent employment. Income potential cannot be exploited, and overall economic growth remains limited.

In many African countries, the TVET landscape is highly fragmented and poorly coordinated. It consists of public and private vocational training institutions of the formal education systems as well as traditional apprenticeship training in informal economic structures and other non-formal qualification offers. The private sector is not sufficiently involved in the design and implementation of formal vocational education and training measures, which leads to a low relevance of the training measures. Inadequately trained teachers, theory-heavy and outdated curricula, and the lack of availability of teaching and learning materials are the main factors for the low quality of vocational education and training. Disadvantaged population groups (e.g. women, people with disabilities, refugees, people affected by poverty) often have no access to vocational qualifications. They are restricted in their human right to education and are affected by inequality. Traditional apprenticeships and other forms of non-formal training, which account for most of the vocational training in many African countries, tend not to meet the requirements of new digital and technological developments. Environmental standards are also often not considered. The lack of reliable training standards means that comparability and quality assurance by means of degree certificates are often not possible. This, in turn, damages the reputation of vocational education and training. It is seen as secondary to academic education. In addition, in some Member States, the effective implementation of inclusive vocational education and training is hampered by corruption and state inefficiency. As a result, there is a shortage of adequately trained specialists. While these challenges need to be addressed mainly at national level, a reform agenda of the national training system can also be initiated, or at least promoted, through continental interventions.

The African Union (AU) has strategies and programmes in place to address these challenges. At the continental level, responsibility for strategic orientation on vocational education and training lies with the African Union Commission (AUC). The vocational education and training strategy for youth employment was adopted by AUC in 2007 and endorsed by the heads of state and government of the AU member states in 2014. The Action Plan for Vocational Education and Training (2019 - 2028) and the Action Plan for the African Decade of Technical, Vocational and Entrepreneurial Education and Youth Employment (2019-2028) detail the strategy for the development of vocational education and training in Africa. The African Union Agency for Development (AUDA-NEPAD) has the

mandate to steer and coordinate the implementation of continental strategies and related priority initiatives. Contrary to these extensive strategies and plans, continental action and national implementation remain inadequate overall.

In order to make advances in providing technical services to the Member States, the AUC and AUDA-NEPAD require technical expertise to further design and implement continental vocational education and training structures, solutions, toolkits and models which will assist them in fully exercising their mandates in the field of vocational education and training. Continental technical structures, solutions, services and advice for Member States needs to be strengthened. There is also a need for a review of practical, national examples of vocational education and training and regional exchange formats for mutual learning, in particular on inclusive, gender-sensitive vocational education and training offers for girls and women.

1.2 Skills Initiative for Africa

To address the above needs, the German Ministry of Economic Cooperation and Development has been supporting the AUC and AUDA-NEPAD in the field of TVET through the Skills Initiative for Africa (SIFA) Programme since 2017. SIFA contributes to improving the services and technical solutions provided by the AU for the implementation of demand-driven and inclusive TVET in the AU Member States. The initiative is supported by the German Government through GIZ and KfW.

The current, second phase of SIFA, is directly based on the experience of the SIFA I and its contribution to promoting the implementation of demand-oriented vocational education and training in the AU Member States. The project's objective is: The services and technical solutions provided by the AU for the implementation of demand-driven, inclusive vocational education and training in the AU Member States have improved. SIFA II pursues the strategy of promoting AUC in the development of a continental demand-oriented and inclusive vocational education and training strategy and thus the supranational harmonisation of vocational education and training systems on the African continent. At the same time, the strategy focuses on strengthening the AUDA-NEPAD development agency's service mandate and related service offer, in order to promote the implementation of the continental strategy at regional and, above all, national level. In turn, demand-oriented vocational education and training systems in the AU Member States increase the relevance and quality of vocational education and training. The strategic focus on inclusive vocational education and training also aims to improve access to vocational training for disadvantaged groups, especially girls and young women, refugees and people with disabilities.

1.3. WorldSkills Background

WorldSkills is a global platform for skills excellence and development with a strong focus in Africa. Skills development in Africa is highlighted under International Cooperation and Development in the WorldSkills Vision 2025, which shows the importance of partnerships to improve Vocational Education and Training (VET) systems and empower the African youth to pursue personal and economic fulfilment.

In February 2019, the AU and WorldSkills International (WSI) signed a Memorandum of Understanding (MoU) to lay the foundation for the official creation of WorldSkills Africa. WorldSkills Africa will represent a regional organization that is planned to be placed under

the AUDA-NEPAD of the AU. The team behind WorldSkills Africa will be tasked to manage, implement, and promote skills development and capacity building related programmes as well as regional skills competitions. The MoU has been recently renewed with the aim to further strengthen the cooperation of the AU with WSI that seeks to continue facilitating cooperation in the promotion of market driven skills demand in Africa. A key facet of the MoU is the development of the WorldSkills Africa (WSAfrica) at the AUDA-NEPAD.

This follows the decision of the **4TH STC of Education, Science, Technology and Innovation**, which called for '*the revamp of TVET systems on the continent to boost employability, inclusiveness, competitiveness and socio-economic growth through modernization of TVET and skills development systems, matching skills to evolving labor markets, digitization and inclusiveness and aligning all TVET qualification frameworks of Member States to a continental one and strengthening industry recognized certifications and licensing.*'

The objective of the WSAfrica will therefore be to support AU Member States strengthen the alignment between skills development and industry through capacity building of trainers and experts of countries that are Members of WSI and/or WSAfrica, exchange of best practises, benchmarking and peer learning between Member States. This initiative will contribute to supporting Member States to build the competencies needed to effectively engage and benefit from the Africa Continental Free Trade Area (AfCFTA) and industrialisation drive.

Thus far, a draft WSAfrica Concept Note has been elaborated, outlining the intended purpose, mission and impact statements for WSAfrica to serve as the continental platform for AU Member States to harness the power of skills for Africa's development.

Establishment of WSAfrica proposes to offer the following value proposition to the Member States:

- Support advocacy to promote TVET as a pathway for economic prospect, improved productivity, and competitiveness.
- Access to knowledge on TVET transformation in Africa.
- Use WorldSkills Occupational Standards for mapping and benchmarking.
- Opportunities for private sector collaboration on skills development in Africa .
- Capacity building for Africa skills trainers by continental and global Experts.
- Opportunities for young people to be exposed to the world of work on the continental and global levels.
- Access to a continental platform for showcasing skills excellence, competition, and career development.
- Professional development for your people through WorldSkills Africa Champions Trust.
- Facilitate the portability of skills within Africa, hence integration.
- Support the promotion of women and marginalized persons in skills development.

In short, a Ministerial Specialised Technical Committee at the AUC agreed for a regional chapter of the WorldSkills movement to be set up as a WorldSkills Africa Desk. The current nine African countries (i.e. Egypt, Ghana, Kenya, Morocco, Namibia, South Africa, Tunisia, Uganda, and Zambia) who are Members of WSI have expressed interest to become part of the regional chapter. Setting up of WSAfrica under AUDA-NEPAD would need to follow AU legal requirements and align to the Financial Rules and Regulations in order to be able to effect establishment and membership to the regional chapter.

1.4 Objective of Consultancy

To appoint a consultancy to support the elaboration of the WSAfrica operational arrangements which include defining the regional membership arrangements, the preparation of a business operating model that allows the AUDA-NEPAD to incubate WSAfrica and be able to collect membership fees whilst also developing a business plan for the Desk to have legal status as do all other regional chapters of WSI. Relatedly this assignment requires elaboration of a branding and communication plan that aligns to both brands of WSI and the AUDA-NEPAD.

2. Tasks to be performed by the contractor(s)

The contractor(s) is responsible for providing the following services:

Work package 1: Legal and financial arrangements

- Elaborate a business model to allow for the 'incubation' of the WSAfrica Desk to be housed within the AUDA-NEPAD up to the next WSAfrica Competition which will be held in 2025.
- Draft a possible legal structure, including the requirement of the team composition, and propose governance arrangements taking into consideration AUDA-NEPAD statutes and AU Rules and Regulations for the establishment of organs, specialised institutions and other. This should include scenarios, risks and options towards a sustainable structure which operates with the agility and flexibility to operate and can make programming decisions and represent WorldSkills Africa at WSI General Assembly.
- Draft a financial model through which WSAfrica can be operationalised within current policies and procedures to allow for financial and in-kind support from public and private sectors as well as development partners for the three budget components (capacity building, competitions and operational costs of the WSAfrica).
- Provide guidance on the formula by which to calculate membership fees based on the membership structure and process of collections. The guidance must take into consideration AUDA-NEPAD statutes and AU Rules and Regulations regarding financing and income generation.
Facilitate consultations with MS, especially the existing WSI Members, to validate the strategy and approach.

Work package 2: Membership development and mobilisation

- Create a strategy for membership criteria, structure, and application processes as well as the value proposition for MS to become part of WSAfrica based on WSI documents and guidelines.
- Facilitate consultations with MS, especially the existing WSI Members, to validate the strategy and approach.

- Support the work package related to communication and advocacy based on the strategy of membership development.

Work package 3: Communication and advocacy strategy

- Elaborate a marketing and branding plan to align with the AU and WSI livery; with attendant key communication messages and plan for targeted communication to the various stakeholders including MS, partners, sponsors, the youth, TVET institutions and regulators. The branding will need to align with WSAfrica branding guidelines which were made as per WSI and already exist. This will be mirrored on the AUDA-NEPAD website/ASPYEE.
- Develop a strategy to bring on board some of the MS Heads of States and/or Ministers to be champions of this initiatives. Include what would be their 3-5 key messages and engagement strategy.
- Based on the desk top review, MS consultations, partner engagement and others, support the AUDA-NEPAD to prepare a submission to the AU Youth Week (First week of November 2024) as part of the pre-launch and also for the formal launch on the margins of the Heads of State Summit in February 2024.
- Create impact measurement and management for WSAfrica – including Theory of Change and framework for measuring the impact of WSAfrica.

Work package 4: Sponsorship and partnership strategy

- Draft a partnership and sponsorship strategy that includes a strong value proposition and stakeholder mapping of WSAfrica for engaging partners and sponsors which could be development organizations and public or private sector stakeholders, based on the relevant WSI documents and guidelines.
- The above strategy should address the need to attract potential international and African sponsors that can be approached to support WSAfrica as a regional organization and/or to support the WorldSkills Africa Competition in 2025.
- Support AUDA-NEPAD in initiating contact with potential sponsors and partners.

Expected deliverables:

- Proposal on the legal and financial arrangements, which includes a business model, legal structure, membership fee, and financial model (Y1 2023-2025/Y2 Post 2025) (Executive Summary up to 5 pages; detailed proposal up to 20-25 pages)
- Membership development strategy, which includes membership criteria, structure, application process, and Members support (up to 10-12 pages)
- Communication and advocacy strategy, which includes MarCom plans, engagement of MS, and impact measurement (up to 5 pages)
- Sponsorship and partnership strategy for WSAfrica and WSAfrica Competition (up to 5 pages), including a framework of potential sponsors and partners (up to 3 pages).

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

Milestones/process steps/partial services	Deadline/place/person responsible
Inception Meeting/Kick-Off	Within 1 week of signature of contract; Online; Team leader and experts
Inception Report: Development of conceptual framework (outline to be presented and shared)	Within 15 days of signature of contract; Team leader and experts
Facilitate consultative meetings with the MS on the membership mobilisation arrangements	Within 1 month of signature of contract; Experts
Prepare draft work packages	5 January 2024 Experts
Finalise packages for Heads Of State	5 February 2024: Team leader and experts
Reporting	Monthly commencing with first report due on 1 October; Team leader
Final products	15 March 2024 Team leader and Experts

Period of assignment: from **01 October 2023 until 31 March 2024**.

3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

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 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 2) 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)

The tenderer 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 tenderer 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 section 1 must be taken into consideration.

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).

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.

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:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission

- Monitoring performance
- Ensuring the provision of project administration services and securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), 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.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with AUDA-NEPAD, SIFA and others involved in the project
- 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
- Regular reporting in accordance with deadlines.

Qualifications of the team leader

- Education/training (2.1.1): University degree (Masters) in Education and/or training, Social, Political Sciences, International Relations, Business Management or related fields
- Language (2.1.2): Good business language skills in English (CEFR Level C2)
- General professional experience (2.1.3): 10 years of professional experience in the field of TVET/skills development and work-based learning
- Specific professional experience (2.1.4): 5 years in the field of educational research; in-depth knowledge of vocational education approaches, concepts and trends in Africa
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader with disciplinary responsibility on similar assignments
- Regional experience (2.1.6): 5 years of experience in projects in Africa at a national, regional or continental level working with institutional development in the TVET sector.

Key expert 1 – legal and financial arrangements

Tasks of key expert 1

- Create a business model, legal structure, financial model, and membership fee based on the detailed description in section 2.
- Facilitate consultations with MS, especially the existing WSI Members, to validate the models and approach.

Qualifications of key expert 1

- Education/training (2.2.1): University degree (Masters) in Business, Law, Political Sciences, International Relations or related fields
- Language (2.2.2): Good business language skills in English (CEFR Level C2)
- General professional experience (2.2.3): 10 years of professional experience in the field of business model development including legal structures and governance arrangements
- Specific professional experience (2.2.4): 5 years experience in the field of business model development or development programme development in the not for profit/government sectors
- Regional experience (2.2.6): 5 years of experience in projects in Africa at a national, regional or continental level working with institutional development in the TVET sector.

Key expert 2 – membership development

Tasks of key expert

- Create a strategy for membership criteria, structure, and application processes as well as the value proposition for MS as per detailed descriptions in section 2.
- Facilitate consultations with MS, especially the existing WSI Members, to validate the strategy and approach.
- Support the work package related to communication and advocacy based on the strategy of membership development.

Qualifications of key expert 2

- Education/training (2.3.1): University degree (Masters) in Business, Marketing International Relations or related fields.
- Language (2.3.2): Good business language skills in English (CEFR Level C2).
- General professional experience (2.3.3): 10 years of professional experience in the field of membership development approaches and strategies..
- Specific professional experience (2.3.4): 5 years experience in the field of membership development and modelling for development programmes in the not for profit/government sectors.
- Regional experience (2.3.6): 5 years of experience in implementing and managing membership based projects in Africa at a national, regional or continental level working AU organs.

Key expert 3 – communication and advocacy

Tasks of key expert

- Develop a marketing and branding plan to align with the AU and WSI livery, engagement with MS Head of States, communication for pre-launch and official launch, and impact measurement as per the detailed descriptions in section 2.

Qualifications of key expert 3

- Education/training (2.4.1): University degree (Masters) in Marketing, Communications Education and/or training or related fields.
- Language (2.4.2): Good business language skills in English (CEFR Level C2).
- General professional experience (2.4.3): 10 years of professional experience in the field of developing marketing and communication and advocacy strategies and plans.
- Specific professional experience (2.4.4): 5 years of experience in implementing marketing, communication and advocacy plans in the development and/or government sectors.
- Regional experience (2.4.6): 5 years of experience in supporting communication for TVET and skills development transformation programmes in Africa at a national, regional or continental level working within the TVET sector at institutional level.

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Team Leader: Assignment in country of assignment for 5 expert days

Assignment in home country for 10 expert days

Expert 1: Assignment in country of assignment for 4 expert days

Assignment in Home country for 40 expert days

Expert 2: Assignment in country of assignment for 4 expert days

Assignment in Home country for 20 expert days

Expert 3: Assignment in country of assignment for 3 expert days

Assignment in Home country for 15 expert days

Travel

Travel expenses budget: up to **EUR 5.000**.

As the number and duration of the business trips is not yet clear, the above-mentioned fixed, unalterable travel-expenses budget for all trips in home country and abroad for all experts including the team leader 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, vaccinations, etc.)

Please note: These travel expense items do not cover contract-related costs in the country of assignment (see section 3.2.2 in the General Terms of Conditions). Please cost these items separately (if applicable) in the price schedule under '2.2 Costs related to the contract'.

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Other costs

Not applicable

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 3.3.5.7 of the General Terms and Conditions

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	15	15	Including backstopping function
Designation of key experts 1, 2, 3	3	44, 24,18	86	1 expert per theme
Travel expenses	Quantity	Price	Total	Comments
Per-diem allowance in country of assignment			0	
Overnight allowance in country of assignment			0	
Transport	Quantity	Price	Total	Comments
International flights			0	Travel to the place of service delivery
Domestic flights			0	Flights within the country of assignment during service delivery
CO ₂ compensation for air travel			50	A budget is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • •			0	Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses			0	e.g. visa costs
Fixed travel budget			5000	A budget is earmarked for travel to the following countries: South Africa . You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	Number	Price	Total	Comments
Flexible remuneration			0	A budget of EUR is foreseen for flexible

				remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops			0	The budget contains the following costs .
Subcontracts			0	The budget contains the following costs .
Procurement of materials and equipment.			0	The budget contains the following costs .
Local contributions			0	The contractor administers the following local <i>contributions</i> in accordance with Section 2.7 AVB: .
Other costs			0	The budget contains the following costs .

Workshops and training

Workshops will be organised, and costs thereof covered by the SIFA project.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Workstation on GIZ or AUDA-NEPAD premises when attending meeting in Pretoria/Midrand
- Translation of documents from English to French
- Logistics for workshops and events

7. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

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 each. They 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.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **08th September 2023** all documents must be in PDF.
- **Submission to any other email address may invalidate your bid.**
- 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 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.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**