

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



Implementation of BPO skills training programme **Project number:**
19.4936.1-001.00

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0. List of abbreviations

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|------|--|
| AG | Commissioning party |
| AN | Contractor |
| AVB | General Terms and Conditions of Contract for supplying services and work |
| BMZ | German Federal Ministry for Economic Cooperation and Development |
| BPO | Business Process Outsourcing |
| FK | Expert |
| FKT | Expert days |
| GBS | Global Business Services |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| ICT | Information and Communications Technology |
| KZFK | Short-term expert |
| ToRs | Terms of reference |
| ToT | Training of trainers |
| SMEs | Small- and medium-sized enterprises |
| TSS | Trainee Support System |

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federally owned international cooperation enterprise for sustainable development with worldwide operations. GIZ has worked in Rwanda for over 30 years. The primary objectives between the Government of Rwanda and the Federal Republic of Germany are poverty reduction and the promotion of sustainable development. To achieve this, GIZ Rwanda is active in the sectors of Decentralization and Good Governance, Sustainable Economic Development and Employment Promotion, Climate and Energy, and Information and Communications Technology (ICT).

Guided by the principle that targeted investment creates jobs, the German Federal Ministry for Economic Cooperation and Development (BMZ) launched the Special Initiative “Decent Work for a Just Transition”. Under the brand “Invest for Jobs”, the Special Initiative promotes investment by European and African companies in eight selected countries across the continent, including Rwanda. As one of several organisations implementing the Special Initiative, GIZ offers a range of measures to boost investment activities that have a high impact on employment and support small- and medium-sized enterprises (SMEs) in Rwanda. This includes comprehensive advice, stakeholder engagements and financial support to overcome investment barriers, improve the competitiveness of medium-sized companies in Africa, and support key growth as well as innovative and upcoming industries / sectors.

Over the past five years, the Rwandan government has recognized the potential of Global Business Services (GBS) and actively worked with Business Process Outsourcing (BPO) operators and analysts to understand Rwanda's unique value proposition, compare costs with global peers, and review regulations and processes. This focused approach has resulted in the implementation of initiatives and incentives aimed at positioning Rwanda as a competitive outsourcing destination in Africa¹.

Although the GBS sector in Rwanda is still young, it is growing rapidly. Currently, the sector employs approximately 1,000 people, with projections indicating a substantial growth to reach at least 10,000 employees within the next five years. Among these employees, around 50% are engaged in providing BPO services.

In Rwanda, the traditional education system generates approximately 50,000 higher education graduates each year. While BPO companies in the country recognize the abundance of talent available, they have identified a significant shortfall in essential soft skills and technical skills. These skills play a critical role in the BPO sector as they directly contribute to delivering exceptional customer experiences, cultivating strong client relationships, and ensuring overall success. Consequently, there is a necessity to enhance the talent pool's BPO skills which creates a lengthier timeframe for companies to initiate their operations.

To solidify its position in the GBS sector and attract more businesses, ultimately advancing its goal of becoming a thriving hub for outsourcing services, it is crucial to bridge the gap in BPO skills training for the local talent pool.

¹ The Rwandan outsourcing opportunity
<https://focusonbusiness.eu/en/interviews/the-rwandan-outsourcing-opportunity/5331>

The objective of this assignment: The Special Initiative "Decent Work for a Just Transition" seeks to engage a contractor who will provide training services to develop a talent pool of 200 people with essential BPO skills, thereby enhancing the employability of young professionals in the BPO sector. By establishing a pool of 200 skilled and customer-centric young professionals equipped with the necessary BPO skills, we aim to contribute to the success of the BPO industry, foster long-term business growth, and enhance the country's reputation as a prominent player in the GBS industry globally.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

I. Development of a training methodology and course curriculum on BPO skills

- **Needs assessment phase:** Prior to developing a training methodology and curriculum for this measure, the contractor should conduct a needs assessment to ensure that the developed curriculum aligns with market needs and effectively addresses the requirements of the current BPO operators as well as companies who have already signalled an interest in investing in Rwanda. The contractor will gather comprehensive information and insights from the current operators regarding their training needs and requirements. The needs assessment should involve operators' interviews, job tasks analysis, and be summarized in a training needs matrix, outlining the specific training needs identified for each knowledge area. This matrix will serve as a foundation for designing a training methodology and course curriculum that meets the specific needs of the market.
- **Development of a training methodology and course curriculum:** Following the completion of the needs' assessment, the contractor will communicate the outcomes of the assessment to the GIZ team for their input and approval. This step will be taken before moving forward to create the training curriculum. Once given the green light, the contractor will develop a comprehensive training methodology and course curriculum. This task will build upon the findings from the needs assessment report to design a structured and effective training approach. The training methodology will outline the overall framework, instructional strategies, and assessment methods that will be employed to deliver the training. The course curriculum will provide a detailed outline of the training modules, learning objectives, content, and sequencing of topics. The contractor will ensure that the developed training methodology and curriculum address the identified gaps, incorporate best practices from the BPO industry worldwide, and align with the specific needs of the current operators in Rwanda.

The curriculum should include, but not be limited to, the following:

| Topic | Description | Outcome |
|--------------------------------------|---|--|
| Topic 1: Basic BPO operations | | |
| BPO operations and processes | Introduction to the industry and BPO operations | <ul style="list-style-type: none"> ▪ Graduates understand the fundamentals of BPO operations and process, workflow management and process optimization. |

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| | | <ul style="list-style-type: none"> Graduates show a high problem-solving ability by leveraging appropriate tools. Graduates use available resources to educate themselves on products, services and new customer interaction techniques. |
| Data Security and compliance | Data security measures and protocol commonly used in the BPO industry. | <ul style="list-style-type: none"> Graduates show a high level of understanding for data security measures, compliance with privacy regulations to protect sensitive customer information and handle data while maintaining confidentiality. |

Topic 2: Workplace Efficiency and adaptability

| | | |
|----------------------------------|---|---|
| Time and task management | <p>Effective allocation and prioritization of time to enhance productivity.</p> <p>Managing distractions and interruptions and staying focus in a fast-paced environment.</p> | <ul style="list-style-type: none"> Graduates are able to use prioritization techniques and manage workload effectively: meeting deadlines and handling time-sensitive tasks, using organizational skills and productivity strategies. Graduates are equipped with the skills to achieve clear and effective communication with callers, resulting in reduced errors and improved customer satisfaction. |
| Preparation for overnight shifts | Tips and tricks to prepare for overnight shifts physically and mentally. | <ul style="list-style-type: none"> Graduates demonstrate heightened alertness and focus during their shifts, leading to improved performance and effective handling of tasks during night-time hours. |

Topic 3: Customer Service Skills

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| Introduction to customer service | Effectively handling interactions, requests, and concerns of customers through multichannel interactions to ensure a consistent customer experience. | <ul style="list-style-type: none"> Graduates are able to understand customer expectations and needs and resolve customers' cases in a courteous and timely manner. Graduates are able to demonstrate good judgment and make decisions when is needed. |
|----------------------------------|--|---|

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|---|---|---|
| Effective communication | Active listening techniques and empathy and understanding customer emotions. | <ul style="list-style-type: none"> Graduates show active listening to provide consumers with a forum to express their concerns and address caller's needs in a professional and empathetic manner. |
| Building rapport with customers | Establishing positive connections and relationships with customers. | <ul style="list-style-type: none"> Graduates achieve improved customer satisfaction and loyalty by building trust and fostering positive customer relationships. Graduates achieve improved customer satisfaction, trust, and loyalty, leading to increased customer retention. Graduates can effectively meet customer needs, deliver exceptional service, and foster lasting relationships with clients. |
| Emotional intelligence, problem-solving and conflict resolution | <p>Understanding and managing emotions un customer interactions.</p> <p>Problem-solving techniques to resolve customer complaints and handling difficult costumers and defusing tense situations.</p> | <ul style="list-style-type: none"> Graduates possess the capability to resolve customer issues, minimize escalations, and maintain high levels of customer satisfaction and loyalty. They can identify and address concerns of disappointed or angry customers, taking prompt action to resolve problems. |
| Cultural sensitivity and diversity | Embracing cultural diversity in customer interactions. | <ul style="list-style-type: none"> Graduates avoid stereotypes and biases and are able to adapt to different cultural norms and communication styles. |
| The art of small talk | Engaging in casual and friendly conversations. | <ul style="list-style-type: none"> Graduates develop the ability to establish positive connections with others, creating a comfortable and welcoming environment. |
| Topic 4: Business communication in customer service | | |
| Business phone etiquette | The Dos and Don'ts of business phone etiquette. | <ul style="list-style-type: none"> Graduates are able to ensure a seamless customer service experience and are properly documenting the customers' issues, discussions, and negotiations, using the right tools. |

| | | |
|--------------------|--|--|
| Online chat skills | Effective communication through chat platforms or live chat support. | <ul style="list-style-type: none"> ▪ Graduates are able to offer prompt and accurate responses to customer queries via online chat. ▪ Graduates are familiar with commonly used live chat features. |
| Email skills | Composing, organizing, and managing professional emails. | <ul style="list-style-type: none"> ▪ Graduates are able to communicate via email, keeping responses time low and focusing on positive communication while building relationships with the customers. |
| Sales skills | Effectively promoting and selling products or services. | <ul style="list-style-type: none"> ▪ Graduates demonstrate effective persuasion and negotiation skills to close sales. |
| Typing skills | Proficiency in accurate and swift typing. | <ul style="list-style-type: none"> ▪ Graduates exhibit increased productivity in written communication, experience reduced errors, and demonstrate improved typing speed. They are expected to achieve a minimum typing speed of 60 words per minute, which can be adjusted based on market requirements. |

The training materials should be comprehensive and inclusive, consisting of slide decks, multimedia elements, online resources, handouts, templates, scenario-based exercises and role-playing, as well as case studies for each sequence of topics. The materials will be shared with the trainees in an electronic format, allowing them to access and reference them throughout the training programme.

The contractor is required to develop a comprehensive set of training materials, which should include, but not be limited to, the following components:

- **Trainers' guide:** a detailed guide will be created to assist trainers in effectively delivering each module of the training programme. This guide will outline the specific objectives, content, and methodologies that should be employed during training sessions. It will serve as a valuable resource for trainers to ensure consistent and high-quality delivery across all modules;
- **Training of Trainers (ToT) guide:** Create a comprehensive guide for Training of Trainers that places significant importance on not only imparting extensive expertise in the subject matter, but also on fostering proficiency in delivering effective training, refining outstanding communication abilities, and mastering the skill of adeptly managing a classroom. This involves creating elaborate lesson plans, visual aids,

handouts, and additional resources that serve to improve comprehension and long-term retention of the content by learners;

- **Participants' Handbook:** a participants' handbook will be developed to provide participants with a structured resource during the training. This handbook will contain key concepts, exercises, and references that participants can refer to throughout the programme. It will enhance their understanding, engagement, and retention of the training content;
- **Assessment Tools:** the contractor will design assessment tools, such as quizzes or practical evaluations, to measure participants' understanding and application of the acquired skills. These assessment tools will enable trainers to gauge the effectiveness of the training programme and identify areas for improvement. Based on the knowledge assessments, actions can be taken to tailor the training approach for subsequent cohorts, ensuring continuous improvement;
- **Iterative design process guide:** close collaboration with the operations team of the hiring partners shall be maintained to facilitate an iterative process. Regular feedback and evaluation sessions shall be conducted to identify areas of improvement in the training programme. The results obtained from each training cycle will guide adjustments and modifications to enhance the overall effectiveness and relevance of the training materials. Local trainers should be involved in this process.

Prior to the commencement of the training, GIZ will be provided with all the training materials for record-keeping purposes; all training materials developed will be the exclusive property of GIZ.

II. Implementation of BPO skills training programme in Rwanda

- **Training of trainers for national trainers:** A 3-days ToT session will be organized to create an immersive experience designed to equip two Rwandan based trainers with advanced training methodologies, interactive facilitation techniques, and effective content delivery strategies for training programme in the BPO industry. Over the course of three days, the Industry-specific trainers will engage the national trainers in dynamic workshops, practical exercises, and collaborative discussions aimed at enhancing their training capabilities. From refining presentation skills to harnessing the power of experiential learning in the context of the BPO industry, the ToT will empower the national trainers with the tools and insights needed to create impactful learning environments and foster lasting knowledge retention. Complementarily to the workshop, Industry-specific trainers will shadow the team of Rwandan based trainers for 10 days during the training phase.
- **Enrol 200 trainees, organized into two cycles:** Each cycle will consist of 100 trainees trained in parallel by at least four different Industry-specific trainers. The 100 trainees will be divided into four groups of 25 trainees each for a total duration of 20 training days. This structure will be followed for all two cycles of the training programme. The contractor will be responsible for ensuring that only candidates who meet the set criteria are considered and enrolled for the training, as follows:
 - Graduates or last year students of higher learning institutions preferably but not limited to the fields of Arts, Media, Social Sciences, or ICT;

- Actively looking for an employment position, with the capacity to take on a full-time employment position in Kigali.
 - Rwandan nationals or refugees who obtained refugee status in Rwanda;
 - Basic computer literacy skills i.e., knowledge of using a keyboard and mouse, browsing the web, and managing files;
 - Must have a personal laptop to use during the training.
- **Pre-training Assessment:** assess participants' skills levels and training needs at intake (baseline) to provide a benchmark against which the effectiveness of the training can be measured;
 - **Programme database:** Establish an excel-based programme database to efficiently store and manage candidate profiles and achievements, capturing all completed modules per trainee. Subsequently, this database will be handed over to GIZ upon contract conclusion;
 - **Orientation Session:** Introduce participants to the programme and its objectives;
 - **Training Delivery:** conduct interactive sessions with theoretical concepts, practical exercises, and group discussions, role plays with qualified trainers;
 - **Classroom Participation:** encourage active participation through discussions, group activities, and practical exercises during training sessions;
 - **Hands-on Practice:** provide opportunities for participants to apply skills through simulations and case studies;
 - **Barriers to Learning:** Identify and address barriers to learning; provide a conducive learning environment and Trainee Support System (TSS) to ensure a retention rate of trainees of 80% or higher;
 - **Feedback and Coaching:** offer regular feedback and individual coaching to address challenges;
 - **Language of instruction:** The language of instruction should exclusively be English, and trainees should communicate solely in English throughout the training, while being motivated to actively engage in also discussing with their fellow trainees in English;
 - **Attendance:** Monitor learners' attendance, including the list of all trainees with their contact details to be signed at the beginning of each morning and/or afternoon session;
 - **Assessments and Certifications:** Evaluate participants' knowledge and award certifications.
- III. **Job Placement Phase: Provision of support to successful graduates in finding suitable employment**
- Provide practical assistance in job searching, including job matching services, and regular updates on relevant job openings in the sector. Offer guidance on job

application techniques and help graduates customize their applications for specific positions;

- Following the completion of each training cycle, a minimum of 50% of successful graduates should be placed within a timeframe of 15 days. However, the objective is to continue providing assistance to the remaining graduates beyond the initial 15-day period in order to achieve a minimum job placement rate of 80% for each cycle. This procedure will be consistently adhered to throughout all two cycles of the training programme;
- **Résumé and cover letter support:** offer workshops or one-on-one coaching sessions to help graduates craft an effective résumé and cover letter tailored to the sector. Provide feedback on their documents and suggest improvements to make their applications stand out to potential employers. At the end of the job placement phase, all trainees should have a professional résumé and cover letter tailored to the sector;
- **Mock interviews:** conduct physical mock interviews to prepare graduates for real job interviews. Provide constructive feedback on their interview performance, suggest improvements, and offer tips for answering common interview questions specific to the sector. Each graduate should take part of at least one mock interviews;
- **Employer partnerships:** foster relationships with employers in the sector to understand their needs, hiring requirements and recommend graduates to those employers;
- **Update the talent database upon graduates' employment;**
- **Follow-up and feedback:** maintain communication with graduates after job placement, seeking feedback on their employment experiences and gathering information on the effectiveness of the support provided. Use this feedback to refine and improve the following job placement phase.

IV. Management of the monitoring and evaluation activities:

- Baseline surveys (at the beginning of the training):
 - Fill the "GIZ trainee tracker" no later than 5 days after the start of each cycle, including:
 - List of all trainees, including first name, last name, gender, phone number, email address, birth year, and data on academic background (higher diploma, current programme, graduation date).
- Endline surveys (at the end of each cycle):
 - Update the "GIZ trainee tracker" no later than 15 days after the end of each cycle with all the required data including:
 - List of all trainees, with updated data from the baseline, indicating the graduates and the dropouts, documenting the reasons for dropping out;
 - Employment status at 15 days post-graduation for all trainees, with all the data required by the M&E template.
 - Comprehensive compilation of the "GIZ trainee tracker" from the two cycles, with an updated employment status and all the data required by the template one month after completing the entire programme.
- Reporting:
 - The contractor needs to submit a first report after Milestone 1: needs assessment phase and curriculum development;
 - At the end of each of the two training cycles, the contractor is expected to share a comprehensive overview detailing the topics covered, training methodologies employed, and the duration. It should provide an analysis of the trainees'

performance, highlighting their progress and proficiency in the skills trained on as well as lessons learned and strategies to integrate them to the following cohorts. This interim progress report should not exceed 8 pages;

- The contractor will submit a final report at the end of the measure, including the above and recommendations for ongoing support or further training opportunities should also be included to ensure the continued development of the trainees' BPO skills. The final report should not exceed 20 pages.

In addition:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current general terms and conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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 (estimated working days subject to change in consultation with GIZ) |
|---|---|
| I. Development of training methodology and course curriculum on BPO skills | Month 1 and Month 2: Needs assessment: 5 working days in Kigali, Rwanda; Development of curriculum and training materials: 10 working days remote; Development recruitment strategy for trainees: 5 working days of which 2 are remote. Person responsible: Team Leader |
| II. Implementation of the BPO skills training programme | Month 3 and Month 4: - Month 3: training of cycle 1; Expert Pool of experienced and Rwandan based trainers; - Month 4: training of cycle 2; Expert Pool of experienced and Rwandan based trainers. The implementation phase will be under the coordination of the Team Leader; all activities will take place in Kigali, Rwanda. |
| III. Job placement phase: Provision of support to successful graduates in finding suitable employment | Month 3, Month 4, and Month 5: job placement activities; Expert 1. Under the coordination of the Team Leader; all activities will take place in Kigali, Rwanda. |
| IV. Management of the monitoring and evaluation (M&E) activities | Month 1 and Month 2: reporting on Milestone 1 "Development of training methodology and needs assessment" |

| | |
|--|--|
| | By Team Leader; Remote. Month 3 – Month 5: Two (2) interim progress reports and final report by the Team Leader and Key Expert 1. |
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Please note that the anticipated contract term is from **15/12/2023 until 30/11/2024** to allow for any unforeseen circumstances. However, all deliverables outlined in these Terms of Reference are expected to be completed in full latest by **30/06/2024**.

3. Concept

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

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

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.

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- 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
- Securing the administrative conclusion of the project

Further requirements (1.7)

N/A

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: 65 expert days

Tasks of Team Leader:

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Overall responsibility for all aspects related to finance:
 - Maintain strong finance control of the programme, during the implementation, as well as in regard to budgeting and expenditure;
 - Ensure that all transactions are strictly processed in accordance with GIZ financial rules and regulations for financing and admin;
 - Manage any other issue deemed necessary for financial control.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project. Participation to the monthly update meetings with GIZ and regular reporting in accordance with deadlines;
- Personnel management:
 - Coordinate and guide the team members, assign tasks, provide guidance, and ensure effective collaboration to deliver high-quality services;
 - Supervise and mentor the team of trainers, providing guidance and support to help them improve their training delivery and performance;
 - Conduct regular team meetings to discuss training strategies, progress, and address any challenges;
 - Work collaboratively with the team to address any challenges or issues that arise during the training programme.
- Designing and developing comprehensive training materials focused on enhancing the BPO skills of young professionals for the BPO sector in Rwanda. This includes creating training modules, coaching content, and activities that address identified skills gaps and align with the objectives of the assignment;
- Provide guidance and support to the pool of trainers to develop ToT content and delivery;
- Content allocation:
 - Strategically distribute training content among experienced and Rwandan based trainers, considering their expertise and strengths;
 - Facilitate transparent and concise communication to trainers regarding content objectives, methodologies, and expected learning outcomes.

- Trainees' recruitment:
 - Responsible for the entire trainee recruitment process, including a well-defined strategy outlining the selection criteria, sourcing channels, and evaluation methods;
 - Collaborate with and provide support to the pool of trainers who will conduct interviews, equipping them with guidance, assessment criteria, and interview techniques to ensure a consistent and fair evaluation of potential trainees.
- Content review and enhancement:
 - Assist the trainers in evaluating participants' progress and performance throughout the training programme. This can include administering assessments, observing participant interactions, and providing feedback on individual skills development;
 - Review training materials and content after each cycle to ensure accuracy, relevance, and alignment with the objectives.
- Overseeing and managing the job placement phase, guiding Key Expert 1;
- Ensure quality control and consistency of the training and job placement period, as well as labour market performance of trainees: actively seek opportunities for continuous improvement in the training programme, stay updated with industry trends, best practices, and emerging soft skill requirements in the BPO sector, incorporate feedback, evaluate training methodologies, and propose enhancements to ensure the training programme remains relevant and impactful;
- Lead M&E activities with the support of Key Expert 1;
- Lead all tasks related to administration and logistics.

Qualifications of the Team Leader:

- **Education/training (2.1.1):** University degree in Education, Project Management; International Development, training development, or related disciplines;
- **Language (2.1.2):** C1-level language proficiency in English, as per the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.1.3):** 10 years of experience in the BPO industry, in various roles such as customer service, sales, support and / or back-office operations;
- **Specific professional experience (2.1.4):** 5 years in training and development of training methodologies (design, delivery and assessment of training programme based on adult learning principles) for the BPO industry;
- **Leadership/management experience (2.1.5):** 5 years of leadership experience in managing and coordinating a team of trainers in professional BPO skills training;
- **Regional experience (2.1.6):** 5 years of experience working across the African continent in the BPO industry;
- **Development cooperation (DC) experience (2.1.7):** N/A;
- **Other (2.1.8):** N/A.

Key expert 1 (Based in Rwanda): Project management assistant (30%) and Job placement officer (70%), 60 Expert days.

Tasks of key expert 1:

- Responsible for providing administrative and logistic support to the programme under the supervision on the Team Leader;
- Support the Team Leader with M&E tasks;
- Work readiness support:
 - Organize activities tailored to enhance trainees' employability and workforce integration skills. These activities encompass arranging mock interviews, delivering workshops on crafting resumes and cover letters, and offering career guidance as per the KPIs described in the ToR;

- Organize job fairs and recruitment drives targeting the BPO industry in Rwanda, inviting relevant companies to participate, as described in the ToR;
- Responsible for assessing the skills, qualifications, and matching graduates with suitable employment opportunities;
- Responsible for offering career guidance, identify strengths, and set career goals;
- Network building and employer relations:
 - Establish and maintain strong connections with various BPO companies to understand their hiring needs and preferences;
 - Develop relationships with HR managers and recruitment teams to gain insights into upcoming job opportunities to place graduates through direct hire job opportunities;
 - Coordinate the dissemination of employment opportunities information to ensure timely reactions to job listing.
- Alumni engagement:
 - Engage with alumni who are already working in the BPO industry in Rwanda to create a network of potential job leads and referrals;
 - Share success stories of alumni who have excelled in the BPO industry to inspire and motivate current trainees.
- Data tracking and analysis:
 - Ensure that the programme meets job placement rate agreed upon;
 - Maintain a detailed and accurate database to track graduates' placement;
 - Draw out insights and collect feedback from both the graduates and the employers and communicate recommendations to both the Team leader and trainers to inform improvements in programme design and use data insights to continually improve the job placement phase.
- Graduate administrative support: evaluate graduates' needs and liaise with the classroom team to ensure they have access to resources to unblock their ability to get into employment.

Qualifications of Key Expert 1:

- **Education/training (2.2.1):** Bachelor's degree in Business Administration, Human Resources, Education or related disciplines;
- **Language (2.2.2):** C1 -level language proficiency in English, as per the Common European Framework of Reference for Languages (CEFR) and C1 -level language proficiency in Kinyarwanda;
- **General professional experience (2.2.3):** 5 years' experience in projects related to accelerating youth employment in the digital sector;
- **Specific professional experience (2.2.4):** 3 years' experience in professional development and job placement (employer support and job matching) in the digital sector;
- **Leadership/management experience (2.2.5):** N/A;
- **Regional experience (2.2.6):** 3 years' experience working in Rwanda;
- **Development Cooperation (DC) experience (2.2.7):** N/A;
- **Other (2.2.8):** N/A.

Short-term experts pool 1: "Industry-specific trainers" with 4 members (2 experts with 47 days each, for a total of 94 days and another 2 experts for 51 days each, for a total of 102 days).

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 1:

- Responsible for leading training sessions and delivering the content to participants effectively;
- Create an interactive training environment, maintain structure in the training, challenge the trainees to improve their skills within a supportive environment while maintaining a high-quality programme;
- Assess the participants' progress and comprehension during the training programme:
 - Assess the learning needs and customize training content to meet individual or team-specific requirements;
 - Provide individual coaching and support to participants in need, addressing their specific learning needs and challenges. This may involve one-on-one sessions, personalized feedback, and guidance on improving skills in the context of the BPO industry;
- Manage training schedules to ensure seamless and efficient training execution, including handling administrative tasks like tracking attendance;
- Contribute to reporting efforts, especially regular updates on the trainees' attendance, engagement and deliverables and for any other requests from the Team Leader;
- Gather feedback and utilize it to enhance subsequent training sessions and address areas for improvement;
- Welcome and include soft skills trainers in the classroom activities for 10 shadowing days, demonstrating effective training techniques and methodologies;
- Provide constructive feedback on the performance of soft skills trainers, highlighting strengths and suggesting ways to enhance their training capabilities;
- Stay updated with industry trends, and training best practices in the BPO industry;

Additional tasks for 4-5 short experts of expert pool 1 (those with 51 expert days each):

- Collaborate closely with the Team Leader to curate and develop the comprehensive Training of Trainers (ToT) content;
- Develop detailed lesson plans, visual aids, handouts, and supplementary materials that enhance understanding and retention of the content;
- Responsible for facilitating the delivering of the ToT by using experiential learning approaches, group discussions, practical exercises, and case studies to facilitate active participation and practical application of the content in the ToT.

Qualifications of the short-term expert pool 1:

- **Education/training (2.6.1):** 4 experts with Bachelor's degree in a relevant field such as Business Administration, Education, or Communications;
- **Language (2.6.2):** 4 experts with C1-level language proficiency in English in language as per the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.6.3):** 4 experts with 3 years professional experience in the BPO industry;
- **Specific professional experience (2.6.4):** 4 experts with 3 years of professional experience in conducting training sessions in the BPO industry;
- **Regional experience (2.6.5):** 4 experts with 3 years of experience working across the African continent;
- **Development cooperation (DC) experience (2.6.6):** N/A;
- **Other (2.6.7):** N/A.

Commented [FLG1]: If the minimum is 4, we can only request 4 experts to have the relevant experience. Alternatively "all experts"

Commented [NAGR2R1]: Corrected

Short-term experts pool 2: “Soft skills trainers” with 2 members (43 Expert days each; 86 days in total), Based in Rwanda.

Tasks of the short-term local expert pool 2:

- Attend the Training of Trainers (ToT) sessions led by the industry-specific trainers to grasp the training objectives, methodologies, learning outcomes and expectations for their roles;
- Become acquainted with training materials through 10 consecutive working days of participation in classes taught by industry-specific trainers;
- Collaborate with the Team Leader and the team of experience trainers to establish alignment on assigned content for instruction, based on own areas of expertise;
- Conduct training sessions:
 - Lead training sessions for the allocated content areas, utilizing methodologies and techniques demonstrated by the Industry-specific trainers;
 - Cultivate a conducive learning environment that promotes participants’ engagement, interaction, and question handling;
- Assist in conducting assessments and/or evaluations to measure participants' comprehension and retention of the training content;
- Document and report to the industry-specific trainers and Team Leader:
 - Maintain comprehensive records of training sessions, including attendance, participants’ engagement, and any additional noteworthy insights;
 - Maintain regular communication with the industry-specific trainers to share updates, progress, challenges, and successes related to the training programme;
 - Seek guidance and clarification on any aspects of the training content or methodologies that require further understanding.
- Support the team leader and the job placement officer in conducting mock interviews.

Qualifications of the short-term expert pool 2:

- **Education/training (2.7.1):** 2 experts with bachelor’s degree in Education, Adult Education, Communication Studies, Social Sciences or related disciplines;
- **Language (2.7.2):** 2 experts with C1 -level language proficiency in English, as per the Common European Framework of Reference for Languages (CEFR) and C1 -level language proficiency in Kinyarwanda;
- **General professional experience (2.7.3):** 2 experts with 3 years’ experience in conducting training in an adult educational context, applying effective training methodologies and principles;
- **Specific professional experience (2.7.4):** 2 experts with 3 years’ experience in conducting training on “Soft-skills training for the workplace”;
- **Regional experience (2.7.5):** 2 experts with 3 years’ experience in training and education in Rwanda;
- **Development Cooperation (DC) experience (2.7.6):** N/A;
- **Other (2.7.7):** N/A;

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

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.

Specification of inputs

| Fee days | Number of experts | Number of days per expert | Total | Estimated working days per deliverable (subject to change) |
|----------------------------|-------------------|---------------------------|-------|--|
| Designation of Team Leader | 1 | 65 | 65 | Needs assessment: 5 days Development of training modules: 5 expert days Development of other learning materials including handouts, slide decks, assessment tools: 5 expert days Development of a recruitment strategy and putting together the pool of trainees: 5 expert days |

| | | | | |
|---|--------|----------|-----|---|
| | | | | Overall supervision of the classroom activities, M&E, job placement: 40 expert days Reporting and job placement activities: 5 experts' days |
| Designation of Key Expert 1 (Project management assistant and job placement officer) | 1 | 60 | 60 | Administration and logistic activities: 9 expert days M&E activities: 6 expert days Job placement related activities: 45 expert days |
| Designation of short-term expert pool 1 (Industry-specific trainers) | 2 2 | 47 51 | 196 | Expert 2 & 3 (each): Preparation for the recruitment of trainees: 1 expert day Preparation for the training delivery: 2 expert days Trainees' recruitment: 4 expert days Training delivery: 40 days Expert 4 & 5 (each): Preparation for the recruitment of trainees: 1 expert day Preparation for the training delivery: 2 expert days Developing the ToT content: 1 expert day Trainees' recruitment: 4 expert days Delivering the ToT: 3 expert days Training delivery: 40 days |
| Designation short-term expert pool 2 (Soft skills trainers) | 2 | 43 | 86 | Expert 6 & 7 (each): Participating the ToT: 3 expert days Participating in the classroom training: 10 days Training delivery: 30 expert days |
| | | | | |

| Travel expenses | Quantity | Price | Total | Comments |
|---|-------------------|------------------|-------------------|--|
| Per-diem allowance in country of assignment | 309 days | | | 235 days for service delivery, 62 weekend days and 12 days per diem for travel days |
| Overnight allowance in country of assignment | 303 days | | | 235 days for service delivery, 62 weekend days and 6 days for arrival day |
| Transport | Quantity | Price | Total | Comments |
| International flights | 6 | | | 2 economic class return ticket for the project Team Leader 1 economic class return ticket for each of the 4 short-term expert pool 1 |
| Domestic flights | N/A | | | Flights within the country of assignment during service delivery |
| CO₂ compensation for air travel | 6 | 120 | 720 | A budget is earmarked for accounting for carbon offsets against evidence. |
| Travel expenses (train, car) | | | | |
| • Airport transfer from/to the airport | 20 units | | | Airport transfers to/from airport for the 6 flights in home and host countries. |
| • Transport for the need's assessment | 5 days | | | Transport to/from meeting with existing operators. |
| • Transport for the assignment | 2.5 months | | | Transport during the trainee's recruitment, ToT, training, M&E |
| Other travel expenses | 5 | | | Visa costs for duty trips to Rwanda by TL and STE-Pool 1 |
| Other costs | Number | Price | Total | Comments |
| Workshops | 2 | 311,345.5 | 622,683.00 | The budget of ZAR 622,683.00 contains the following costs: booking of a training venue with 4 rooms which can comfortably 30 trainees per room, equipped with suitable internet connectivity (WIFI), tables, chairs, and a projector / Smart TV. In addition, it should include |

| | | | | |
|------------------------------|----------|-------------------|-------------------|---|
| | | | | daily facilitation allowance for all the trainees. |
| Flexible remuneration | 1 | 347,732.00 | 347,732.00 | A budget of ZAR 347,732.00 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 and training

Please describe in your concept how you implement GIZ's minimum standards for sustainable event management (see annexes to the terms of reference).

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

- Training costs should not be shown as lump sums. Instead, the consulting firm is expected to break down the training costs in specific budget lines, e.g., personnel costs; rental costs, etc.;
- The training on software testing will be provided to 200 participants in two cycles lasting 20 days each and will cover BPO-related skills (see point 2);
- The contractor has to independently organize and book the training venue or location. These costs shall be invoiced only against provision of documentary evidence;
- The training venue must have at least 4 training rooms, each with the capacity to accommodate comfortably 25 trainees plus the trainer and must be equipped with suitable internet connectivity (WIFI), tables, chairs, and a projector or smart TV;
- Facilitation allowance for the trainees is considered part of the workshop cost, as trainees might need support to get to the training site, depending on where the chosen training venue will be located in Kigali. The workshop budget can optionally be used to reimburse the travel expenses of **101 ZAR per day** (or equivalent in RWF) for each participant on their personal Mobile Money account, against a daily signature by the participants (indicating the amount received). Additionally, the successful bidder will be provided with a template for the participant list.

6. Inputs of GIZ or other actors

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

- Print out of the daily attendance lists. The contractor is responsible for sharing the participants names prior to the start of each training cycle;
- GIZ will provide the successful bidder with an extensive selection of venue providers to assist in locating a suitable venue. It is important to note that while this list is offered as guidance, there are no strict obligations associated with it,
- A GIZ partner will provide a list of potential candidates for the training programme, which will make the selection and interview process easier. It is important to note that while this assistance is provided, no obligations are imposed. The successful bidder retains the discretion and prerogative to decide whether to accept this assistance.

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. Outsourced processing of personal data

Note on Data Protection

The execution of the contract may be associated with processing of personal data by the contractor for the client. Such data processing shall always be carried out only on behalf of and in accordance with the instructions of the client. Therefore, the client and the contractor shall conclude a contract for order processing (AuV) in accordance with Article 28 GDPR. It shall be annexed to these tender documents.

The bidder must set out the technical and organizational measures (TOM) it takes to ensure a high level of data protection and data security in an annex to its bid. This also applies if the bidder has already been audited by the contractor in the past. Details on the relevant TOM can be found at the end of the AuV (see section "Note on technical organizational measures (TOM)"). The TOM of the bidder/contractor must reflect the state of the art, the nature, scope, context and purposes of the processing of personal data, as well as the risk to the rights and freedoms of the data subjects. After a positive review, the contract is concluded with the Annex AuV.

The contractor should also indicate in its bid all relevant certifications it has (e.g., according to ISO 27001).

In addition, the contractor must advise the client on compliance with data protection formalities. This includes to the contractor's obligations as a processor, to record the processing of personal data carried out for the client in a list of processing activities accordance with Article 30 (2) of the GDPR; if the contractor lacks the information required for this, it shall request this from the contracting authority

9. Annexes

- Minimum standards for sustainable event management at GIZ
- Outsourcing of data processing

10. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **17th November 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.**