

# Statement of Work (ToR) for the procurement of services below the EU -threshold

CONFIDENTIAL

**Consultancy Assignment: To conduct endline and tracer study of Project Business Processing Outsourcing (BPO) Skills for Jobs, African number/cost center: FAN Phase (3) and Sustainable Pineapple for Jobs and Export G-011454-007 Resilience (SuPER) project Tender no.**

**Under the Special Initiative “Decent Work for a Just Transition”**

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## **0. List of abbreviations**

AG	Client
BMZ	Federal Ministry for Economic Cooperation and Development
CV	Curriculum Vitae
EU	European Union
FK	Specialist
FKT	Skilled Worker Days
GDPR	General Data Protection Regulation
GHS	Ghana Cedis
GIZ	Deutsche Gesellschaft für Internationale
GTC	General Terms and Conditions of Contract for the Provision of Services and Works
KZFK	Short-term specialist
MSMEs	Micro, Small and Medium Enterprises
ON	Contractors

## **1. Context**

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a global service provider in the field of international cooperation for sustainable development and international education. The organisation is committed to building a future worth living around the world by working with partners to develop effective solutions that improve people's living conditions and future prospects in a sustainable manner. GIZ is a public-benefit federal enterprise that supports the German Government and a range of public and private sector clients in diverse areas, including economic development, employment promotion, energy and environment, as well as peace and security.

To promote employment-related investments with companies, the Special Initiative “Decent Work for a Just Transition” (brand name: Invest for Jobs), commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ), partners with reform-oriented African countries and supports efforts to create more, better, and inclusive jobs, thereby improving economic opportunities and future prospects for local populations.

In Ghana, the Special Initiative operates through three key components: Business & Invest, Cluster Approach, and Ghanaian SME (Mittelstand). Under the Business & Invest component, the programme promotes sustainable investments from German and European companies and investors. The Cluster Approach seeks to enhance the economic attractiveness of business locations and industries by supporting industrial parks, improving export opportunities, and addressing investment barriers. The Ghanaian SME (Mittelstand) component focuses on strengthening the SME sector through improvements in the business environment, enhancement of enterprise competitiveness, promotion of advisory and innovative financial services, and increased cooperation between German and Ghanaian companies. Through these pillars, the Initiative contributes to improved economic conditions within targeted clusters, supports sustainable investment, and promotes the creation of decent jobs.

As part of its commitment to promoting development through the creation of sustainable and decent employment opportunities, the programme conducts annual surveys to assess both the quality and quantity of decent jobs created under supported interventions. Specifically, the evaluation will be conducted for the following projects:

- Business Processing Outsourcing for Jobs Project
- African FAN Phase (3)
- Sustainable Pineapple for Jobs and Export Resilience (SuPER) project

### **A. Business Processing Outsourcing Skills for Jobs project**

Within the framework of the Special Initiative “Decent Work for a Just Transition” (brand name: Invest for Jobs), the job creating capacity of European and Ghanaian companies are developed, and support is provided for the employment of young people, women and persons with disabilities in high growth sectors.

Invest for Jobs has placed emphasis on working in the Global Business Services (GBS) sector as it has been identified by the project as a goldmine of opportunity for job creation. Thus, since 2019, Invest for Jobs has supported several companies operating in the Global Business

Services (GBS) sector in Ghana to provide capacity building for talent to work in global IT Outsourcing (ITO) and Business Process Outsourcing (BPO) roles.

One of such activities launched in October 2024, is the **“BPO Skills for Jobs project”**.

The BPO Skills for Jobs project employ a unique approach by combining capacity development in both high technical skill areas and low skill areas that are in demand across the spectrum of digital outsourcing roles. In the short term, the project enhances Ghanaian professionals’ skills in software engineering, and trainings for global BPO roles, thus improving their job prospects in Ghana’s GBS sector. The project is divided into the following components:

- Component 1, in cooperation with getINNOtized gmbH - This component focuses on training 100 IT specialists in cloud administration, software development, and artificial intelligence IT fields that are in demand in the German job market. The goal for Component 1 of the project is to create 65 job opportunities for IT professionals to work remotely for German clients.
- Component 2- Work Readiness Program for global BPO roles- In partnership with E-services Africa Ltd (eSal) and Concentrix Ghana), this component focuses on preparing 200 trainees (e.g., women, refugees) for remote customer service roles. The training will provide an ideal entry into the global job market, offering roles to newcomers without university degrees or specific experience.
- Component 3: Fairwork Assessment- To address the challenges faced in securing decent working conditions in the GBS sector, this component would undertake an assessment of working conditions in the two of the partner companies according to the criteria of pay, working conditions and contracts. Because tasks and assignments for workers in the GBS sector often resemble work conducted on digital labour platforms, the assessment would evaluate working conditions in this context using fairness standards aligned with the ILO’s decent work definition for online labour.

The project will be measured against the following success indicators (Key Performance Indicators):

- KPI 1: 100 new jobs
- KPI 3: 100 trained (40% female and 50% youth)
- MI 4: 100 new jobs

## **B. African FAN (3)**

Under the Africa FAN Project, Deutsche Gesellschaft für Internationale Zusammenarbeit / Invest for Jobs and the International Trade Centre collaborated with several European and African textile and apparel brands and retailers to explore new sourcing opportunities in Africa. The project aimed to support Ghanaian suppliers to produce high-quality samples and secure trial orders from European and African buyers.

To meet international standards, participating Ghanaian companies were upskilled through tailored training modules delivered using ITC's technical expertise and existing local training structures. These interventions were designed to strengthen their capacity to meet the quality, quantity, compliance, and sustainability requirements of international markets.

The project was implemented in Ghana and Senegal, with 28 Ghanaian textile and garment manufacturing companies participating since 2020. The majority of these were medium-sized enterprises led by female CEOs and employing between 20 and 200 permanent staff, predominantly women.

Despite their growth potential, the companies faced common challenges, including compliance requirements, limited market access, and skills gaps in specialized areas of production. A major constraint within Ghana's textile sector was the limited availability of locally produced cotton fabric, which many international brands considered essential for sustainable, efficient, and large-scale production within the textile value chain.

This project specifically supports local textile and apparel manufacturers to create long term business relationships in order to boost the production capacity of local textile manufacturers for job creation.

Specific Objective and Indicators of the project include:

KPI 1: 300 new jobs

KPI 3: 1,300 training opportunities

KPI 4: 28 companies that have cooperated with the project.

### **C. Sustainable Pineapple for Jobs and Export Resilience (SuPER) project**

Mighty Crops is a wholly owned Ghanaian limited liability company engaged in the production and export of premium pineapples, primarily to the European market. The company has built a strong reputation for delivering high-quality fresh produce while promoting environmental sustainability through ethical farming practices and cost-effective technologies.

With extensive expertise in pineapple cultivation, Mighty Crops is technically well positioned to implement this project. The company's lead agronomist brings over 20 years of experience in fruit cultivation across Ghana and other African countries, supported by a highly experienced quality control team. As a member of the Ghana Free Zones Authority, the company is legally required to export at least 75% of its produce.

GIZ / Invest For Jobs partnered with Mighty Crops Company Limited to implement the Sustainable Pineapple for Jobs and Export Resilience (SuPER) Project. The project aimed to create over 98 sustainable direct jobs in Gomoa Dominase and surrounding communities, contributing to reduced unemployment and rural-urban migration. In addition, the initiative was expected to generate several indirect employment opportunities, particularly for young people in the district.

The overall objective of the project is to improve employment opportunities and working conditions for farmers and unemployed persons in the Asuom community, with at least 50% youth and 40% female participation. The initiative will promote alternative livelihoods through the introduction of Dynamic AgroForestry (DAF), enabling palm farmers to diversify into the cultivation of organic ginger, turmeric, and cassava.

The project will be measured against the following success indicators (Key Performance Indicators):

1. No. of Jobs: 98
2. No. of people to be trained.: 300 (until end of this project)
3. No. of people with improved working conditions: 300 (until end of this project)
4. No. of people with improved livelihoods: 300 (until end of this project)

The Project focused on the following areas:

- Promotion of Hygiene, Occupational Health, and Safety.
- Developing training manuals and implementing the training for the new pineapple farms.
- Improving the social protection measures for the beneficiaries through the promotion of Health Insurance and Pensions Benefits
- Baseline data collection.
- Provision of PPEs and basic farm equipment.
- Equipment and Production support.
- Matchmaking support

### **Objective of the consultancy**

The assignment is to conduct a tracer study of Invest for Jobs projects, including the Business Processing Outsourcing (BPO) Skills for Jobs, Africa FAN Phase III, and Sustainable Pineapple for Jobs and Export Resilience (SuPER) projects, to assess the employment effects of these interventions on beneficiaries six months after completion. The study is being undertaken for the following reasons:

- a) Evaluate the results of the intervention and its autonomous sustainability.
- b) Support management decisions on the future design of similar development measures.
- c) Well-documented lessons learnt about the factors that have fostered results and the reasons for deficient performance also support the further development of concepts, strategies and instruments that are relevant to the organization.

### **1. Tasks to be performed by the contractor**

GIZ Ghana seeks to engage a consultancy firm with the required professional knowledge and experience to carry out this assignment.

The contractor is responsible for providing the following services:

- a. Establish a comprehensive database to enable future references, lessons, and measure Key Performance Indicators (KPIs) of Business Processing Outsourcing

(BPO) Skills for Jobs, African FAN Phase (3) and Sustainable Pineapple for Jobs and Export Resilience (SuPER) projects.

- b. Determine the number of beneficiaries in employment disaggregated by (gender and age) using the ILO standards for Business Processing Outsourcing (BPO) Skills for Jobs, African FAN Phase (3) and Sustainable Pineapple for Jobs and Export Resilience (SuPER) projects.

The key question and guiding notes to direct the assessments is:

- a. What have been the significant changes at the local levels that can be plausibly associated with the projects?

The assessment will determine the following:

1. The effect of the intervention on beneficiary's employment situation using the Key Performance Indicators.
2. To explore the development benefits of the projects for the relevant stakeholders at the local level.
3. Determine the intended and unintended effects as well as positive and negative consequences that can be plausibly attributed or linked to the project's interventions.
4. Find out about the challenges inhibiting achievement of desired results, the underlying reasons as well as what can be done to overcome or address them.
5. The number of people benefiting from social and economic safeguards program such as Personal Protective Equipment (PPEs) and loans from financial institutions (If applicable).

The impact of these projects should be evaluated towards the objectives of the GIZ's Invest for Jobs programme as specified below;

1. Additional number of jobs / people in jobs (measured by the additional jobs created by the project interventions, data disaggregated by gender and youth (age 15-24).
2. Number of employees or entrepreneurs with an income increase, data disaggregated by gender and youth (age 15-24).
3. Number of people with improved working conditions (health and safety, training and proper use of PPEs etc).
4. Submit a comprehensive database of beneficiaries (name of employee, details of employment criteria and minimum requirement for good employment).
5. Prepare a qualitative and quantitative report for each project.
6. Submit an Inception report.

During the term of the contract, certain milestones are to be achieved, as shown in the table below:

<b>Milestones</b>	<b>Deadline/place/person responsible</b>
<b>Milestones- Project Inception</b>	
• Inception Meeting With GIZ	02.07.2026 / Contractor Accra

<ul style="list-style-type: none"> <li>Submission of Inception Report outlining methodology and implementation plan for the assignment</li> </ul>	05.07.2026 / Contractor
<ul style="list-style-type: none"> <li>Desk review of project background documents (project concept, baseline report, logframe etc)</li> </ul>	05.07.2026/ Contractor
<ul style="list-style-type: none"> <li>Prepare desk review summary report</li> </ul>	15.07.2026 / Contractor
<b>Milestones – Design Data Collection Instrument</b>	
<ul style="list-style-type: none"> <li>Draft evaluation questions in line with project indicators</li> </ul>	07.08.2026 / Contractor
<ul style="list-style-type: none"> <li>Submit and validate data instruments (questionnaire, Focus Group Discussion guide and Interview guide) with GIZ.</li> </ul>	18.08.2026 / Contractor
<ul style="list-style-type: none"> <li>Finalize questionnaire based on GIZ feedback and configure digital data collection platform</li> </ul>	28.08.2026 / Contractor
<b>Milestones – Data collection at Greater Accra, Northeast, Eastern, Bono, Bono East, Savannah and Northern Regions of Ghana.</b>	
<ul style="list-style-type: none"> <li>Training of enumerators</li> </ul>	01.09.2026 / Contractor
<ul style="list-style-type: none"> <li>Pretesting of data collection instruments and developing of field schedule</li> </ul>	03.09.2026 / Contractor
<ul style="list-style-type: none"> <li>Deploy teams to various study locations (Greater Accra, Northeast, Eastern, Bono, Bono East, Savannah and Northern Regions of Ghana)</li> </ul>	05.09.2026- 30.11.2026 / Contractor
<ul style="list-style-type: none"> <li>Data quality assurance and data cleaning and analysis</li> </ul>	02.11.2026 / Contractor
<b>Milestones – Draft Report submitted</b>	
<ul style="list-style-type: none"> <li>Preparation and submission of draft evaluation report</li> </ul>	15.12.2026 / Contractor/Accra
<b>Milestones – Presentation of Findings</b>	
<ul style="list-style-type: none"> <li>Debriefing session</li> <li>Presentation of key findings and results</li> </ul>	11.01.2027 / Contractor/ Accra
<b>Milestones – Final Report submitted</b>	
<ul style="list-style-type: none"> <li>Final report submitted to GIZ/Invest for Jobs</li> </ul>	31.12 .2027 Contractor /Accra

**Period of assignment: From 2<sup>nd</sup> July 2026 until 31<sup>st</sup> December 2027.**

**Area of Assignment:** Greater Accra, Volta, Eastern and Central Regions of Ghana.



## 2. Concept

In its bid, the bidder should explain *how* the services specified in Chapter 2 (Task) are to be provided, possibly taking into account further methodological requirements (technical-methodological concept). In addition, he must describe the design of the project management for the provision of services.

### Technical-methodological conception

**Strategy (1.1):** The bidder should deal with the task against the background of the objectives of the services tendered (see Chapter 1 Context) (1.1.1). The bidder should then present and justify the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Task) (1.1.2).

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

The bidder should present and explain its approach and approach to **managing** the measures with the project partners (1.3.1) and its contribution to **impact monitoring** (1.3.2).

The bidder should describe the central **processes** of the services under its responsibility and draw up an **operational plan** or schedule (1.4.1) that clarifies how the services are to be provided in accordance with Chapter 2 (Tasks for the Contractor). In particular, it should describe the necessary work steps and, if necessary, take into account milestones and **contributions** from other actors (partner contributions) in accordance with Chapter 2 Task (1.4.2).

The bidder should describe its contribution to the knowledge management of the partner (1.5.1) and GIZ as well as to the promotion of scaling-up effects (1.5.2) under **Learning and Innovation**.

### Project Management of the Contractor (1.6)

The bidder should explain the approach and procedure for coordination with the GIZ project. In particular, the project management requirements mentioned in Chapter 2 Task for Contractors must be addressed.

The bidder is to draw up and explain a **personnel deployment plan** for the entirety of the specialist staff it offers, which maps the deployment times (period and specialist days) and locations of the individual team members and assigns them the work steps specified in the schedule.

The bidder is to describe its Backstopping concept. The following services are part of the standard package for backstopping, which, in accordance with Section 3.1 of the GIZ General Terms and Conditions of Employment, are to be included in the fee rates of the staff offered in the same way as ancillary personnel costs:

- Performance Monitoring
- Control to adapt to changing conditions
- Ensuring the flow of information between the contractor and the client
- Personnel responsibility of the Contractor for its specialists
- Process-oriented control of order execution
- Ensuring administrative Project execution

### **Other Requirements (1.7)**

In addition to the reports required by GIZ in accordance with AVB, the contractor submits the following reports/outputs as evidence of work:

- Develop and submit a detailed implementation timeline aligned with the project milestones.
- Provide signed consent forms by each person for which data or pictures are taken. A template will be provided by GIZ.

### **3. Personnel concept**

The bidder is to offer personnel for the positions mentioned here and described in terms of tasks and qualifications on the basis of corresponding CVs (see Chapter 7).

The qualifications listed below meet the requirements for achieving the maximum score in the professional evaluation.

#### **Team Leader**

##### Tasks of the team leader

- Overall responsibility for the implementation of the consultancy assignment, ensuring the quality and timely delivery of all outputs under the contract.
- Lead the planning, coordination, and supervision of all consultancy activities related to the data collection exercise and management of data.
- Provide strategic oversight for the development of governance structures, administrative systems, and operational processes for the Task.
- Supervise the work of the expert team, including planning assignments, managing resources within the available budget, and ensuring the delivery of agreed outputs.
- Monitor progress of the assignment and ensure that milestones and deliverables are met within the agreed timelines.
- Lead the preparation and submission of required reports, including inception, progress, and final reports.
- Ensure that documentation of key activities and milestones is undertaken in line with reporting and data protection requirements.

#### **Qualifications of Team leader (in accordance with ToR provisions/criteria)**

- Qualifications (2.1.1): Advanced degree (Master's) degree in Project Management, Statistics, Economics, Monitoring and Evaluation or related fields,
- Qualifications 2: Bachelor of Science degree in Statistics, Economic, Development Studies or relevant fields
- Specific professional experience 1: 6 years' professional experience in conducting evaluations and sound understanding of qualitative and quantitative data collection and management and have worked in similar assignment.
- Leadership experience/management (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of experience in projects in the region.

- Specific professional experience 2: 6 years' experience of carrying out impact and process evaluation, Monitoring and Evaluation, Data Management, Statistics and data analysis.
- Specific professional experience (2.1.4): 6 years' experience in working with wide range of stakeholders including local communities and non-governmental organizations.
- Language (2.1.2): Fluent in English language and the local language.

The tenderer is required to provide personnel who are suited to filling

#### Tasks of key Experts

- Support the establishment of administrative and operational systems required for the day-to-day management of the team and data
- Support the development and implementation of the data collection process in the various project sites.
- Monitor progress of implementation activities and contribute to reporting and documentation of the assignment.
- Provide technical advice on improving the data collection process and data quality

#### Qualifications of Key Experts

- Education (2.2.1): University degree or advanced certificate in Business Administration, in Monitoring and Evaluation, Economic Studies, Statistics, Development Studies, Project Management.
- Language (2.2.2): C1 - level language proficiency in English
- Specific work experience (2.2.3): 4 years of experience in Specific professional experience: 4 years' experience of carrying out process and impact evaluations, development of data collection instruments community-based assignments or programme in data collection and management, process and impact evaluation
- Leadership experience/management (2.2.5): 3 years management experience or coordination experience.
- Regional experience (2.2.6): 2 years of experience in projects in the region.
- EZ Experience (2.2.7): 2 years working experience in development cooperation.
- Miscellaneous (2.2.8): Fluent in other local languages particularly Twi, Fante, Ga etc.

#### Soft skills of team members

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

- Ability to work in a team
- Initiative
- Communication skills
- Socio-cultural competence
- Partner- and customer-oriented, efficient action
- Interdisciplinary thinking

#### 4. Calculative requirements

##### Personnel deployment and travel expenses

The reimbursement of accommodation allowances will be made in accordance with the information in the quantity structure below.

With special justification, additional accommodation costs can be reimbursed in an appropriate amount upon proof.

All travel activities must be coordinated in advance with the person responsible for the project.

##### Sustainability aspects for travel

The AG is obliged to reduce greenhouse gas emissions (CO<sub>2</sub>-emissions) caused by travel. When preparing your offer, please include options for reducing emissions, e.g. choosing the lowest emission booking class (economy), using means of transport, airlines and flight routes with better CO<sub>2</sub>-efficiency. For short distances, it is preferable to use the train (2nd class) or e-mobility.

CO<sub>2</sub> emissions caused by air travel must be compensated. For this purpose, the AG specifies a budget according to which the CO<sub>2</sub>-compensation can be billed against proof.

There are a large number of providers on the market for emission certificates with different demands on climate impact. The [Alliance for Development and Climate Foundation](#) has published a [list of standards](#). The AG recommends the use of the standards mentioned.

Quantity structure

Honorartage	Number of skilled workers	Number of days per skilled worker	Total	Remarks
Designation TL	1	65	65	Management, coordination, and implementation
Designation Key Specialist 1	1	55	55	Support with management, coordination and implementation, etc
Designation Key Specialist 2	1	45	45	Support with management of the field team in the Southern part of Ghana etc
Travel expenses	Qty	Number of days per skilled worker	Total	Remarks

Daily allowance country of assignment	3	15	45	
Accommodation allowance for the country of assignment	3	15	45	
<b>Transport</b>	<b>Qty</b>	<b>Number of days per skilled worker</b>	<b>Total</b>	<b>Remarks</b>
Travel costs Car rental	1 car			It is anticipated the team will rent one car for the field assignment, however the days for the usage is not determined.
Fuel	1 car			It is anticipated that team will buy fuel for the one vehicle, however, the number of times they will buy the fuel cannot be determined.
<b>Other Costs</b>	<b>Qty</b>	<b>Price</b>	<b>Total</b>	<b>Remarks</b>
Workshops Hall Rental				It is anticipated a one-day training will be held for the enumerators; however, the cost cannot be determined.
Subcontracts Food for Workshop Participants				
Fee for enumerators	15 enumerators	15 days each		
Administration costs				It is anticipated that team will incur administrative cost, however, this cannot be determined.

Milestones/partial works	Estimated expert days for orientation	Deadline/place/person responsible
Data instrument training	1	Accra/ Consultant
Pretesting of data instrument	1	Accra/ Consultant

## **Workshops and training**

The training will include but not limited to Data collection tools and pretesting.

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:

- Data collection tools
- Data cleaning and management.
- Pretesting of data instruments

### **1. Inputs of GIZ or other actors**

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

- Pay per diem and accommodation for experts.

## **5. Specifications on the format of the offer**

The structure of the bidder's bid must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should correspond to the structure of the weighted (and not zeroed) criteria of the evaluation scheme. The offer must be legible (font size 11 and larger) and written in an understandable way. The language of the offer is

The entire offer may not exceed 10 pages (excl. CVs). If one of the given maximum page numbers is exceeded, the content of the surplus pages will not be taken into account in the evaluation. External content (e.g. links to websites) is also not taken into account.

The CVs of personnel offered under Chapter 4 of the ToR must be written in the format indicated in the application conditions. Each CV must be limited to 4 pages each. The CVs must indicate the position and function of the proposed person in the relevant projects named and how long he or she has worked there.

Please calculate your price offer exactly on the basis of the parameters mentioned under 5. There is no contractual entitlement to exhaust the full days, trips, workshops or budgets. The number of days, trips, workshops and the amount of the budgets are contractually agreed as a "up to" regulation. The specifications for pricing are stored in the price sheet.

Since the contract to be concluded is a contract for work, we ask you to offer your services at a fixed flat rate, which includes all relevant costs (fee, travel expenses, etc.). The evaluation of the price offer is based on the package price offered. In addition, we ask you to show the daily rate on which it is based. A breakdown of the days is not necessary.

## **6. Option**

There is the option that after completion of the tendered services, the task will be continued or expanded in its essential elements. Specifically, within the framework of a follow-on assignment, e.g. in terms of type and scope. The option will be exercised on the basis of the individual approaches already offered as part of a contractual extension.

## **7. Order processing of personal data**

The contractor agrees to and cooperates on the following: Personal data will be processed on behalf of the client, represented by GIZ. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with the General Data Protection Regulation (GDPR) of the European Union (EU). For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment. The AuV is attached as part of these tender documents. The bidder is required to submit the TOM along with the technical proposal. The TOM that must be outlined are specified in the document "Outsourcing of data processing" on page 8 and 9. The TOM will not be assessed during the evaluation of the technical proposal; however, it is mandatory to submit them. Failure to do so can result in your bid being excluded from the tender procedure.

## **8. Facilities**

Not Applicable