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

PUBLIC

SENIOR ORGANISATIONAL DEVELOPMENT CONSULTANT

Project number/ cost centre: G-011809-001

Tender number

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has been commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) to implement the project “Enhancing Good Governance in Sudan”.

In light of the escalating political, security and humanitarian crisis in Sudan, the project will focus on strengthening the capacity of Sudanese civil society actors, both inside and outside the country, to contribute to peaceful and inclusive developments in Sudan.

The project is presently set to work in three main intervention areas: 1) Enhanced capacities of Sudanese civil society actors from the diaspora to work on/in Sudan, 2) Support Sudanese civil society to engage in activities strengthening inclusivity and social cohesion in Sudan 3) strengthen the networking of Sudanese civil society and elevate their voices 4) establishment of an analysis- and research unit to enable conflict-sensitive implementation of project activities.

Project activities will be developed from the bottom up, hence GIZ will only define a broad set of priority topics within the main intervention areas mentioned above. As of now, these include:

- Fostering social cohesion at the community level
- Countering hate-speech on social media
- Civic education and knowledge-generation regarding local governance
- Women empowerment and youth engagement

This Tender falls mainly into intervention areas 1 with seeking to identify a senior organisational development expert to support the project team in its efforts to enhance the resilience, organisational and technical capacities of Sudanese civil society organisations. The target group of the organisational development support are organisations that have been selected through the Qudra Fund call for project ideas. They receive comprehensive, needs-driven organisational development support provided through a regional consultancy firm and in-house training.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Support the Enhancing Good Governance in Sudan program team and its OD focal point with the coordination of organizational development support provided to current Sudanese partner organisations by a regional consultancy
- Support with back-stopping and redesigning of the holistic capacity development component of the Good Governance programme, which includes organisational development building and the provision of other financial and technical support measures
- Drafting of bi-monthly reports with recommendations for the adjustment and improvement of programme implementation in the field of capacity development

- Holding of capacity development sessions and trainings with partners and GIZ staff member
- Support with planning a follow-up organisational development support phase for existing implementing partners or new partner cohorts

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**
Reports (3-5 pages) on OD component implementation status and recommendations	Bi-monthly
Draft concept (5-7 pages) for second phase of Qudra Fund OD support (1st cohort)	Concept (28.02.2027)
Contribute to OD support concept (5-7 pages) for a second Qudra Fund cohort	Concept (31.03.2027)
Regular meetings with GIZ OD focal point and OD regional consultancy	Bi-weekly meetings

Period of assignment: from 10.12.2026 until 31.12.2027.

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.

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. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

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.

The concept should not exceed 10 pages.

4. Personnel concept: Senior OD expert

Tasks of the Senior OD expert

- As described under paragraph 2 “Tasks”.

Qualifications of the Expert

- Education/training (2.1.1): university degree (German ‘Diplom’/Master)
- Language (2.1.2): C2-level language proficiency in Arabic, C1-level in English
- General professional experience (2.1.3): 15 years of professional experience in the development cooperation sector.
- Specific professional experience (2.1.4): 5 years in organisational development.
- Leadership/management experience (2.1.5): 2 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 10 years of experience in projects in East Africa and the Horn of Africa or North Africa (region), of which 15 years in projects in Sudan (country)
- Development cooperation (DC) experience (2.1.7): 10 years of experience in DC projects
- Other (2.1.8): 10 years of proven work with Sudanese civil society organisations

5. Costing requirements

Assignment of personnel and travel expenses

Per diem 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 from the German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 (GERMAN ONLY)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount 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 has undertaken an obligation to reduce greenhouse gas emissions (CO_2 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 CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 emissions caused by air travel must 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.

6. Evaluation criteria & scoring (procurement-ready matrix)

Technical Evaluation (70%)

- Approach and Methodology: Clarity, practicality, innovation, understanding of the requirements, proposed implementation approach, and measures for identifying and mitigating potential risks.
- Team and Key Personnel: Qualifications, relevant professional experience, technical expertise, roles and responsibilities, and level of commitment/time allocation of proposed personnel.
- Relevant Experience and References: Demonstrated experience in successfully delivering similar assignments, including relevant projects, client references, and evidence of satisfactory performance.
- Monitoring, Evaluation and Sustainability: Quality and feasibility of the monitoring and evaluation approach, performance measurement mechanisms, reporting arrangements, and measures to promote sustainability and long-term value.

Financial (30%)

- Price and Cost Reasonableness (30 pts): realism, value for money, clarity of budget. Total = 100 points

Bidders must score at least 70/100 to be considered for award (adjust threshold as appropriate).

Eligibility requirements (assessment of eligibility)

The evaluation of the proposals will involve an eligibility assessment. The individual consultant shall have the following minimum requirements to be eligible for this assignment:

Eligibility:

- A technical proposal (shall include methodology, your understanding of TOR, workplan, proposed team & their credentials, previous similar orders handled with links, details of client, contacts, brief scope, value, etc) as per terms of reference. Any mention of bidder's financial offer details in the technical proposal shall result in automatic disqualification.
- Copy of Valid National ID (Front and Back, For Ugandan Nationals), Passport and work permit (For Foreigners). Must be valid and not expired.
- Valid work permit for non-nationals / non-citizens of Uganda.

- Details and location of the bidder's current permanent place of residence, and employment, phone contacts, email contacts, etc.
- Copy of team leader's / bidder's Individual Current Tax Registration Certificate. Log into URA Portal > Taxpayer Profile > Print Tin Certificate.
- Bank letter confirming bidder's bank account details (including Account name, number, Sort code, swift code). This is to be presented on a stamped bank headed letter.
- Detailed CV / resume of expert. Ensure clarify role of each in relation to terms of reference, highlighting education, work experience, referees, and competencies.
- Signed Bid validity Document Confirming that bid is valid for 120 working days. Vendor to write up, sign, submit with technical proposal.
- Signed Self-Declaration on EU Russia War sanctions. Attached with bid documents.

Specification of inputs

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
Designation of Senior OD expert	1	60	60	Total 60 Work Days
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
Per-diem allowance in country of assignment	1	10	10	Per diem during field travel.
Overnight allowance in country of assignment	1	10	10	Accomodation Costs during field travel.
Transport	**Quantity**	**Number per expert**	**Total**	**Comments**
International flights to Kenya	3	1	3	Return Trips to country of operation (Kenya)
Local Travel expenses (Taxi/Cab)	1	10	10	Travel within the country of assignment in Uganda & Kenya transfer to/from airport etc.
Other travel expenses	3	1	3	Visa costs for duty trips within East Africa (Kenya & Uganda) where applicable.
Other costs	**Quantity**	**Price**	**Total**	**Comments**

Communication Costs	1			Communication costs required for tasks related to the assignment. Lumpsum
Procurement of materials (Stationary)	1			Stationary required for tasks related to the assignment where applicable. Lumpsum
Operational / Implementation Costs are to be reimbursed on evidence of actual verified consumption and their approval.				

Remuneration	**Output**	**Timeline**
Interim Payment – 30 % of the contract amount.	• Approved Inception Report with updated workplan and timelines.	At least 20 working days after contract signing.
Final Payment – 70% of the total contract sum	Completion of the entire remaining scope / assignment including:	At least 30 working days after submission and approval of the Final Report.

7. Inputs of GIZ or other actors

Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. 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 (language).

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.

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. Option

After the services put out to tender have been completed, important elements of these tasks can be continued or extended. Specifically:

Type and scope

The contractor is responsible for providing the following optional services:

- Support the Enhancing Good Governance in Sudan program team and the OD focal point with the coordination of organizational development support provided to current Sudanese implementing partners by a regional consultancy
- Support with back-stopping and redesigning of the holistic capacity development component of the Good Governance programme, which includes organisational development building and the provision of other financial and technical support measures
- Drafting of bi-monthly reports with recommendations for the adjustment and improvement of programme implementation in the field of capacity development
- Holding of capacity development sessions and trainings with partners and GIZ staff member
- Support with planning a follow-up organisational development support phase for existing implementing partners or new partner cohorts

Requirements

Exercising the option will depend on the extension of the GIZ programme “Enhancing Good Governance in Sudan” and the identified need to further provide organisational development support measures. The decision on continuation is expected to be made in the period 01.09.2027 to 31.10.2027. If the option is exercised, it is anticipated that the contract term will be extended to 31.01.2029.

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service.

9. Annexes

- Technical Assessment grid that will be used to grade offers
- Commercial eligibility grid to guide bidders
- Justification grid guide to guide bidders
- General terms and conditions of contract
- Bid sheet Template to be used to make financial offer.
- Self-Declaration on EU Russia War sanctions to be answered, signed and included in technical proposal.
- Tender Instructions to guide bidders