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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Project title:	**Processing number:**
Just and Climate Resilient Urban Development and Decentralisation	G-012521-001
Country:	**Internal order:**
Zambia	012521010000
Subject of the tender procedure:	
Climate resilient urban development and financing in selected municipalities in Zambia	**Tender number:** 10044493

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0. List of abbreviations

CSOs	Civil Society Organisations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	German Act against Restraints of Competition
KOMP	Cost per output monitoring and forecast
LAP	Local Area Plan
LoI	Letter of intent
MoU	Memorandum of Understanding
RMO	Risk Management Office
ToRs	Terms of reference
WDC	Ward Development Committee
VgV	German Ordinance on the Award of Public Contracts

1. Context

Although Zambia achieved middle-income status in 2011, around 60 % of the population (58.8 % men, 63.4 % women) currently live below the international poverty line of USD 2.15 per day. Poverty has increased in recent years (compared to 2015: total 54.5 %, 52.8 % men, 56.7 % women). In recent decades, the country has experienced a series of extreme climate events that have increased in frequency, intensity, and magnitude. With an average urban population growth of 4.4 % per year, Zambia is one of the fastest urbanizing countries in Africa and, like many other countries in the global South, faces major challenges in urban development. In addition, as a result of the British colonial era, Zambia has a dual land system: 80 % of the land is subject to traditional land rights (customary land), while only 20 % is subject to the planning authority of state institutions (former Crown Lands). The high settlement pressure due to strong population growth and rapid urbanization rates is leading to densification of available land within existing cities and to urban sprawl due to a sharp increase in informal settlements. While housing is inequitable and access to public infrastructure remains inadequate, the problem is more pronounced in informal settlements. The situation is even more difficult on land under administration of traditional authorities. Due to the unplanned development and lack of local authority, there is hardly any access to public infrastructure and municipal services in these settlements. Compounded by the effects of climate change, this has a significant impact on housing and living conditions in the rapidly growing informal settlements, resulting in regular and severe outbreaks of cholera and other epidemics. Social inequalities are also exacerbated, as people living in poverty, and women among them, are particularly affected.

With the National Planning and Budgeting Act passed in 2022, the Integrated Development Plan (IDP) was introduced as a long-term planning instrument at the district level. IDPs are based on the participation of the local population. Traditional authorities, the private sector, and other stakeholders are also involved in the planning and implementation process. IDPs have been developed in most districts and represent an important medium-term planning tool. However, there are significant differences in the quality of the IDPs, often lacking operationalized planning that defines a realistic time. Furthermore, to steer physical development in their jurisdictions, local authorities should develop Local Area Plans (LAPs), a planning instrument provided by the Urban and Regional Planning Act, 2015. While IDPs should provide a strategic development vision, LAPs can provide a spatial plan for defined settlement areas. However, local governments in Zambia lack the technical and financial capacities to use these planning instruments to adequately address the described dynamics.

Against this background, the technical cooperation project “Just and Climate Resilient Urban Development and Decentralisation in Zambia” (CitiZen+D), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), supports urban development and decentralisation in Zambia in four output areas:

Output 1: The coordination, planning, and implementation capacities of selected cities for equitable and climate-resilient urban development have been improved.

Output 2: The financial capacities of selected cities for equitable and climate-resilient urban development have improved.

Output 3: The participation of civil society actors, especially women, in the implementation of equitable and climate-resilient urban development has improved.

Output 4: The professional exchange between government and civil society actors on successful approaches to equitable, climate-resilient urban development has improved.

Under Output 1, the programme supports the development of 1 Planning Agreement and 5 Local Area Plans (LAPs) in the cities of Choma, Mazabuka, and Livingstone in Southern Province and Mansa and Samfya in Luapula. In 2025 the programme was focusing on the selection of informal settlements in the respective cities and on developing a planning and implementation framework for the development of the LAPs. Based on this the LAP process was initiated in Mansa and Livingstone.

To progress with the remaining cities CitiZen+D is looking for a contractor supporting the preparation of **three LAPs and one Planning Agreement** in Choma (LAP), Samfya (LAP), and Mazabuka (LAP). The location of the Planning Agreement is yet to be determined.

The local area plans are meant to:

- Guide sustainable land use and development, for example safeguard natural sensitive areas, such as for water catchment and wildlife
- Improve infrastructure and service delivery
- Support climate change adaptation
- Align with national and regional planning strategies

The contractor will assist local authorities in designing a participatory planning approach that integrates climate resilience while including the views and opinions of residents, including women, elderly, youth and other marginalized groups.

To achieve active inclusion and consideration of communities and marginalized groups, the contractor will sub-contract civil society organizations for the LAP in Choma and Mazabuka through a financing instrument (local contribution).

In order to strengthen planning capacities and use of Geographic Information Systems the contractor is expected to implement and coordinate a local subsidy with the University of Zambia (UNZA).

Once the Local Area Plans are approved the contractor shall support local authorities in developing a comprehensive and context-sensitive implementation concept for the LAPs targeting the selected settlements. This concept will outline actionable strategies, institutional frameworks, and phased interventions to formalize land tenure, improve access to basic services (water, sanitation, waste management, and mobility), and enhance housing conditions while preserving community livelihoods. The concept needs to explicitly emphasis on identifying, structuring, and accessing viable financing options to ensure real-world execution. The output will empower local authorities and partners to move beyond planning into funded, scalable, and accountable implementation that delivers tangible improvements in housing, infrastructure, and livelihoods for informal settlement residents.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The contractor is responsible for achieving the objectives and indicators described in this document.

The technical cooperation project "Just and Climate Resilient Urban Development and Decentralisation in Zambia" aims to support national government institutions and local authorities in Zambia in climate resilient development of urban areas with a focus on informal settlements. To achieve this, the project covers four areas of support which are reflected in the Module objective and four Output areas of the project listed below. The contractor is responsible to provide contributions in all four Output areas. Details are specified in work packages 1-7 listed below.

Module objective: *Selected municipalities in Zambia are better able to implement approaches to just and climate-resilient urban development.*

Module objective indicators:

1. Proportion of residents from selected informal settlements in selected municipalities who confirm having benefited from measures to improve their living conditions.
2. Average change in cumulative annual own source revenues in selected municipalities.
3. Representatives of Civil Society Organisations evaluate cooperation with local governments in the area of just, climate-resilient urban development as needs-focused.
4. The number of national frameworks for just, climate-resilient urban development that have been adapted based on successful approaches from the implementation of urban development measures.

Output 1: The capacity for coordination, planning and implementation of just and climate-resilient urban development in selected municipalities has improved.

Output indicators:

1.1 The number of local area plans for just, climate-resilient development in selected informal settlements developed with the comprehensive participation of local residents.

1.2 The number of local area plans for a just, climate-resilient development of selected informal settlements which include an agreed timetable and financing concept.

Output 2: The financial capacity of selected municipalities for just and climate-resilient urban development has improved.

Output indicators:

2.1 The number of unlocked additional own revenue sources in selected municipalities that are based on public service delivery.

2.2 The share of own source revenues spent in selected municipalities for the implementation of local area plans for a just and climate-resilient development of informal settlements.

Output 3: The participation of civil society actors, especially women, in the implementation of just and climate-resilient urban development has improved.

Output indicators:

3.1 The proportion of residents' representatives who confirm that the proposals they made with regard to gender equity, inclusion and adaptation to climate change were fully taken into account in the preparation of urban development plans.

3.2 The number of piloted planning agreements with the aim of just, climate-resilient upgrading of an existing informal settlement in compliance with social standards and considering the interests of women and disadvantaged groups.

Output 4: The technical exchange between government and civil society actors on successful approaches to just and climate-resilient urban development has improved.

Output indicators:

4.1 The number of established formats for technical dialogue between government actors and civil society actors on just and climate-resilient urban development.

4.1 The number of publications on successful participatory approaches from the implementation of measures for a just, climate-resilient improvement of informal settlements.

The contractor is responsible for providing the following work packages for achieving the corresponding milestones:

Work Package	Title	Output contribution
Work Package 1	Climate resilient local area planning and planning agreements	Output 1 (70 %) Output 3 (30 %)
Work Package 2	CSO support for inclusive LAPs	Output 1 (60 %) Output 3 (40 %)
Work Package 3	GIS capacities for local authorities	Output 1 (100%)
Work Package 4	Financing models for LAP implementation	Output 1 (70%), Output 2 (20%), Output 3 (10%)
Work Package 5	Strengthening national dialogue	Output 4 (100%)
Work Package 6	Strengthening resource mobilisation	Output 2 (100%)
Work Package 7	Support processes (Expert Pool)	Output 1, 2, 3, 4 each 25%

Work package 1: Climate resilient local area planning and planning agreement

Under Output 1, the programme supports local authorities in the cities of Livingstone, Choma, Mazabuka, Mansa, and Samfya with the development of climate resilient Local Area Plans (LAPs).

LAPs in Livingstone and Mansa have been initiated in 2025 and are currently under development. The contractor is expected to support the development of 3 LAPs in Choma (selected settlement: Zambia compound), Samfya (selected settlement: Kabanga), and one Mazabuka (selected settlement: Ndeke). The location of the Planning Agreement is yet to be determined.

Work package 1 is structured in three phases:

Phase 1 aims to support local authorities in identifying and setting up a task team in the local authority responsible for the development of the Local Area Plans. Furthermore, support needs to be provided in collecting socio-economic, environmental, climate, and spatial baseline information and data and prepare relevant reports. The contractor is expected to capacitate local authorities in climate resilient planning, data collection methods, low-cost methodologies, analysis techniques, and GIS.

In Phase 2 the contractor is expected to support the development of the LAPs and the Planning Agreement. The contractor assists local authorities in using participatory community engagement methods like focus group discussions, participatory mapping techniques, moderation of differing interests, and vision development. This includes, training and capacity development for Ward Development Committees (WDCs) which will be newly elected during 2026.

To ensure implementation success of the LAPs, financing concepts for LAP implementation need to be developed in cooperation with local authorities.

Furthermore, a consistent GIS layout including a cadastral survey/land audit for the respective area needs to be build and integrated into databases of local authorities. Aspects such as water supply, drainage, and wastewater infrastructure, solid waste collection and other services need to be reflected in the layout as well as landownership and community spaces. Furthermore, climate resilient solutions and adaptation need to be integral part of the planning approach. To ensure community engagement and participation the contractor will implement and manage local subsidy contracts for civil society organizations in Choma and Mazabuka.

In Phase 3 the contractor supports the finalization of the LAPs and Planning Agreement. This includes the finalization of the spatial layout of the LAPs, engagement with communities and revision if required, and preparation of solid financing concepts before seeking for endorsement of the LAPs. Along with the development of the LAPs the contractor is expected to document learnings, policy and implementation gaps, regulatory restrictions, conflicting policies, technical shortcomings etc. Based on documented learnings, policy briefs need to be developed to inform national and local stakeholders on required improvements of the governance and planning framework for successful LAP development and implementation.

Milestones for work package 1 / *Output 1/3*	**Delivery period**
Inception mission and baseline assessment	1 months after start of the contract
Roles and responsibilities and terms of references for task team of local authorities responsible for developing the Local Area Plan	2 months after start of the contract
Stakeholder assessment and engagement strategy	3 months after start of the contract
Capacity development for WDCs on Local Area Planning process in the context of community engagement and climate resilience	3-6 months after start of the contract
Introduction and training on climate resilience, human rights, and participatory planning approaches and methods	1-4 months after start of the contract
Introduction and training on low-cost methodologies for data collection for council staff: spatial, socio-economic, environmental, climate & risk data	3 months after start of the contract
Support council in data collection: spatial, socio-economic, environmental, climate & risk data	3-4 months after start of the contract
Capacity strengthening of local CSOs to further develop their expertise in urban development and climate resilience	2-3 months after start of contract
Preparation of land audit and enumeration	3-6 months after start of contract
Support preparation of situation analysis and planning survey and issues report including assessing and planning for climate resiliency	4 months after start of the contract
Support the preparation of a development framework, outlining the desired future development pattern and priority interventions for implementation	4-6 months after start of the contract
Implementation of participatory community workshops, focus groups etc. to integrate community perspective into the LAPs	1-6 months after start of the contract
Support preparation of social and environmental management plan	5-6 months after start of the contract
Ensure participatory preparation of financial implementation concept for LAPs with council staff	6-7 months after start of the contract
Ensure functional M&E framework is operationalized (enabling baseline comparison, ongoing performance tracking, risk monitoring)	During the entire LAP preparation process
Support preparation of 3 final climate resilient LAP documents and 1 Planning Agreement	8 months after start of the contract
3 LAPs and 1 Planning Agreement are available	12-16 months after start of contract
Documentation of lessons learnt etc.	Throughout the entire assignment
Preparation of policy briefs	12-16 months after start of contract

Work package 2: CSO support for inclusive LAPs

To ensure that the views and concerns of local communities and marginalized groups are consistently and comprehensively considered during the LAP development process, the contractor shall implement two local subsidy contracts for local CSOs in Choma and Mazabuka.

The contractor shall select relevant CSOs and oversee the preparation of relevant contracting documents (commercial and legal eligibility check (KEP), project proposal, budget). To ensure flawless commercial execution of the contract, the contractor ensures sufficient commercial training of the CSOs and provides technical assistance and training on local area planning, community participation with a focus on marginalized groups such as women and youth, climate change resilience, and the cooperation between local authorities, communities, and the CSOs. Furthermore, the contractor ensures alignment of the interventions led by the selected CSOs and the overall LAP development process.

Furthermore, the contractor is expected to strengthen a group of CSOs working with the CitiZen+D project in the municipalities of Mansa, Samfya, Lusaka, and Livingstone (and including the CSOs contracted under work package 2) in their civil society engagement and portfolio development in climate resilient urban planning and development through organizational development, advocacy, and systemization of learning experiences.

Milestones for work package 2 / *Output 1/3*	**Delivery period**
Selection of relevant CSOs in Choma and Mazabuka	1 months after start of the contract
Preparation of commercial and legal eligibility check (KEP)	2 months after start of the contract
Contract preparation	2-3 months after start of the contract
Commercial training of administrative staff of CSOs	3-4 months after start of the contract
Technical assistance and training on local area planning	3-4 months after start of contract
Alignment plan of CSO interventions with overall LAP process	3-4 months after start of the contract
Community engagement in LAP process through CSOs	3-8 months after start of the contract
Concept note on strengthening CSO portfolio and engagement in climate resilient urban development	3-4 months after start of contract
Implementation of concept not on strengthening CSO portfolio and engagement in climate resilient urban development	4-20 months after start of contract
Settlement of invoices and closing of local subsidy contracts	12-20 months after start of the contract
Documentation of lessons learnt and final report	20-22 months after start of the contract

Work package 3: GIS capacities for local authorities

Work package 3 has a focus on the development of GIS capacities in local authorities according to the requirements of the local area planning process. The contractor shall implement a tailored “GIS capacity development programme”.

The implementation of the “GIS CD programme” shall focus on two aspects:

1. Assessment and enhancement of GIS infrastructure

   The first part of work package 3 is meant to support local authorities in developing their GIS infrastructure in a systematic, affordable, manageable, and sustainable way. Most of the local authorities in Zambia have limited GIS capacities both in terms of infrastructure and skills. Internet is only partly available and cloud-based systems have not been introduced.

   Against this background, the contractor shall assess the current GIS capabilities and IT infrastructure in six local authorities (Mansa, Samfya, Lusaka, Mazabuka, Choma, Livingstone) and suggest concepts to develop the IT infrastructure further. The concepts need to emphasise practicability for local authorities in terms of maintenance, back-up systems, and sustainability.

   Once the concepts are agreed between the local authorities and GIZ, the contractor will procure necessary IT equipment and install the equipment in cooperation with IT departments in the local authorities. Furthermore, the contractor needs to develop maintenance concepts in cooperation with relevant departments (IT, planning, financing etc.) in local authorities to ensure maintenance requirements can be met by local authorities.

2. Oversight of local subsidy to implement GIS capacity development

   The second part of work package 3 will focus on developing GIS capacities and skills in local authorities. For this, the contractor shall establish a local subsidy contract with the University of Zambia to implement a tailored capacity development programme aligned with the development process of the Local Area Plans (work package 1).

   The “GIS CD programme” shall focus on a mixture of classroom formats for planners and support during selected steps of the development of the Local Area Plan (e.g. spatial data collection, land audit, spatial data analysis, scenario development etc.). Furthermore, the contractor ensures that the learnings from the capacity development will be integrated into relevant courses, programmes, or formats in the university to ensure additional target groups (students, practitioners etc.) can be reached long-term.

Milestones for work package 3 / *Output 1/3*	**Delivery period**
Aspect 1	
Assessment of GIS-IT infrastructure and capacities in 6 local authorities	1 months after start of the contract
Concept development for implementation of GIS-IT infrastructure including maintenance concept	2-3 months after start of the contract

Agreement on GIS-IT infrastructure	2-3 months after start of the contract
Procurement of agreed GIS-IT infrastructure	3-6 months after start of the contract
Instalment of GIS-IT infrastructure	6-8 months after start of contract
Training on maintenance, data management, back-up handling	7-10 months after start of the contract
Implementation of maintenance concept for GIS-IT infrastructure	8-11 months after start of the contract
Continuous backstopping on GIS-IT infrastructure	7 months after start of the contract until end of the assignment
Aspect 2	
Preparation of local subsidy contract for University of Zambia	1-3 months after start of the contract
Development of GIS capacity development programme and training formats (through University of Zambia)	5-6 months after start of the contract
Implementation of on-site (in local authorities) and off-site (in Lusaka) trainings (through University of Zambia)	6-12 months after start of the contract
Establishment of long-term training format within University of Zambia	10-16 months after start of the contract
M&E of implementation of training format in University of Zambia and adjustments if required	16-22 months after start of the contract
Settlement of invoices and closing of local subsidy contracts	20-22 months after start of contract
Documentation of lessons learnt etc.	Throughout the entire assignment

Work package 4: Financing models for LAP implementation

It is expected that Local Area Plans in their capacity as planning tools which empower local authorities to tackle unplanned urban development will face the risk of implementation failure due to lack of finances. The contractor will therefore support local authorities in Livingstone, Choma, Mazabuka, Lusaka, Mansa, and Samfya in developing access to finance models for selected projects as identified in the LAPs.

The contractor shall support local authorities in structuring and allocating own source revenues and budgets according to implementation requirements of the LAPs. Furthermore, the contractor shall assist local authorities in accessing extra budgetary resources such as the Community Development Fund (CDF), Zambia Devolution Support Programme (ZDSP), and other suitable financing instruments provided through multilateral development banks or donors. Furthermore, the contractor shall assess the suitability of financing options such as bonds, green finance instruments, capital markets or grant support provided by the international donor community and support the development of financing proposal where suitable. In line with the preparation of financing concepts the contractor supports the preparation of feasibility studies and implementation concepts for the selected projects.

For at least 5 in the LAPs identified projects the application for financing resources must be supported. One project on water supply in Mansa is ongoing and will not be counted as part of the 5.

The role of the contractor is to support the preparation of the financing concepts including project feasibility studies and the oversight of the implementation once financing is released.

Milestones for work package 4	Delivery period
Development and implementation of financing literacy training (onsite and virtual) in cooperation with a local partner to be identified	2-6 months after start of contract
Stakeholder assessment and engagement to identify suitable financing options in Zambia	2-4 months after start of contract
Strengthening of local authorities in their capacities to apply for and absorb extra budgetary finance resources	2-6 months after start of contract
At least 5 financing options are identified in cooperation with local authorities	3-5 months after start of contract
Assist local authorities to prepare pre- and feasibility studies for the implementation of selected projects	5-9 months after start of contract
Applications for at least 3 (out of 5) financing resources have been submitted	8-16 months after start of contract
Applications for at least 2 (out of 5) financing resources have been submitted	10-18 months after start of contract
Implementation concepts for selected projects are developed in cooperation with local authorities	14-20 months after start of contract
Oversight for implementation of selected projects	16-22 months after start of contract

Work package 5: Strengthening national dialogue

Under Output 4, the CitiZen+D project aims to collect and share learning experiences, provide dialogue and exchange formats and platforms between national and local stakeholders, publish relevant guidelines, instructions, and project outcomes, and shape national policies according to the decentralisation agenda of Zambia.

The contractor is expected to contribute with the development and implementation of four (2 per year) national dialogues in selected topics such as solid waste management, climate resilient urban development, Nature-based Solutions in urban settlements, the role of communities and citizens in urban planning, revenue enhancement of local authorities or other topics relevant in the context of the CitiZen+D programme.

Furthermore, the contractor shall develop and implement an exhibition on climate resilient urban development in cooperation with Zambian partners and international donor- and implementing agencies.

Milestones for work package 5	Delivery period

Agreement on relevant topics for selected national dialogues with the CitiZen+D team	2-5 months after start of contract
Concept development for national dialogues one and two	5-7 months after start of contract
Implementation of national dialogues one and two	7-12 months after start of contract
Concept development for another national dialogues three and four	12-14 months after start of contract
Implementation of national dialogues three and four	14-22 months after start of contract
Concept development for exhibition on climate resilient urban development	8-10 months after start of contract
Implementation of exhibition on climate resilient urban development	12-18 months after start of contract

Work package 6: Strengthening resource mobilisation

Under Output 2, the CitiZen+D project aims strengthen the financial capacities of selected municipalities through improved own source revenue mobilisation and strengthened municipal service delivery-linked revenue streams.

The contractor shall support selected partner councils in implementing practical and sustainable revenue enhancement interventions with a focus on digital revenue collection systems, operational efficiency, customer service improvement, and cost recovery-based municipal service delivery approaches.

The contractor shall support the documentation on work done on the roll out of the Revenue Management System (RMS) in collaboration with Choma Municipal Council.

Furthermore, the contractor shall support councils in strengthening the utilization of customer and client contact information to improve revenue collection efficiency, including through digital revenue collection approaches and customer engagement methods.

The contractor shall further strengthen operational capacities at Choma Municipal Council through training of call centre staff in customer service, call centre operations, complaint handling, and revenue-related communication processes.

To improve revenue generation from municipal services, the contractor shall support councils in the development of a parking fee collection concept and recommend practical implementation modalities suitable for local authority contexts.

In addition, the contractor shall support the establishment of cost recovery-based service provision concepts. Affordability assessments, willingness-to-pay assessments, and verification of existing data will need to be conducted in selected markets and any other services that the council may express interest in.

The contractor shall further assess opportunities for cost minimisation and operational efficiency improvements in markets, particularly relating to utility management, waste

management, and market operations, and recommend suitable approaches for implementation by local authorities.

Milestones for work package 6	**Delivery period**
Training of call centre staff in call centre operations and management at Choma Municipal Council	3-6 months after start of contract
Capacity Development on management of equipment for service delivery and I.T infrastructure	3-6 months after start of contract
Development of a parking fee collection concept for selected local authorities	4-8 months after start of contract
Assessment of customer data utilization and digital revenue collection opportunities in partner councils	4-7 months after start of contract
On-the-job training for partner councils on utilization of customer contact details for revenue collection	5-10 months after start of contract
Affordability and willingness-to-pay assessments for selected markets	5-9 months after start of contract
Development of cost recovery-based market fee concepts	7-11 months after start of contract
Assessment and recommendations on cost minimisation approaches for markets including utility and solid waste management	7-12 months after start of contract
Support implementation and operationalization of selected revenue enhancement measures	10-18 months after start of contract
Documentation of lessons learnt and recommendations for scaling revenue enhancement interventions	Throughout the entire assignment

Work Package 7: Support processes

The contractor will manage a pool of experts to assist with technical input and backstopping according to needs defined and agreed across the four outputs of the project. In addition to the agreed profiles and qualifications of the experts listed in the pool, the contractor needs to provide additional experts according to demands formulated by the CitiZen+D team in line with partner requests, demands, or developments currently not foreseeable. If required, the CitiZen+D team will share requests for additional resources in thematic areas corresponding to the four outputs of the project such as climate resilient urban planning and service delivery (Output I), revenue enhancement (Output II), citizen participation and engagement (Output III), dialogue, policy advise, publications, and dissemination (Output IV).

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Costs need to be allocated to outputs according to the following ratio:

- Work package 1: Output 1 / Output 3 (70/30%) – Tasks with a focus on local area planning are to be allocated to Output 1 while tasks focusing on citizen participation and community engagement need to the be allocated to Output 3.
- Work package 2: Output 1 / Output 3 (30/70%) – Tasks with a focus on local area planning are to be allocated to Output 1 while tasks focusing on citizen participation and community engagement need to the be allocated to Output 3.
- Work package 3: Output 1 (100%)
- Work package 4: Output 1 / Output 2 / Output 3 (70/20/10%) – Tasks with a focus on local area planning are to be allocated to Output 1, tasks with a focus on financing to Output 2, and tasks with a focus on citizen participation to Output 3.
- Work package 5: Output 4 (100%)
- Work package 6: Output 2 (100%)
- Work package 7: Output 1 / Output 2 / Output 3 / Output 4 (25/25/25/25%)

Monitoring and reporting requirements:

The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas

- Degree to which activities are implemented
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
- Results that have occurred in the contractor's sphere of responsibility
- Results that have occurred outside the contractor's direct sphere of responsibility

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: English.

- Inception report: due 2-3 months after contract start, 18-25 pages, subject matter: results of inception mission, required GIS infrastructure, low-cost methodologies for

data collection, draft outline of financial literacy training, draft overview of capacity needs, innovative approaches in urban planning and development, climate resilient urban planning and implementation, citizen participation and inclusion

- The contractor is expected to deliver quarterly interim reports covering the following subjects of work packages 1-6 (not exhaustive):
    - Work package 1:
        - Situation analysis and planning survey and issues reports, due 5 months after contract start
        - Social and environmental management plan, due 7 months after contract start
        - Lessons learnt from LAP process and policy briefs, due 12-16 months after contract start
    - Work package 2:
        - Commercial and legal eligibility check and CSO contracts, due 2-4 months after contract start
        - Alignment plan with LAP process, due 3-4 months after contract start
        - Settlement of invoices and closing of CSO contracts, due 12-20 months after contract start
    - Work package 3:
        - Concept for GIS-IT infrastructure, due 2-3 months after contract start
        - Instalment of GIS-IT infrastructure, due 6-8 months after contract start
        - Training on GIS-IT infrastructure and maintenance concept, due 7-10 months after contract start
        - Commercial and legal eligibility check and local subsidy contract with University of Zambia, due 1-3 months after contract start
        - Settlement of invoices and closing of contract with University of Zambia, due 20-22 months after contract start
    - Work package 4:
        - Curriculum financial literacy trainings and training materials, due 2-4 months after contract start
        - 5 feasibility studies for the implementation of selected projects, due 16-18 months after contract start
        - 5 financing concepts are submitted, due 16-18 months after contract start
    - Work package 5:
        - Concepts for national dialogues 1&2, due 5-7 months after start of contract

- Concepts for national dialogues 3&4, due 12-14 months after start of contract
- Concept for exhibition on climate resilient urban development, due 8-10 months after start of contract.

  - Work package 6:
    - Parking fee collection concept, due 4-8 months after contract start
    - Cost recovery-based market fee concept and affordability assessment, due 7- 11 months after contract start
    - Revenue enhancement implementation and lessons learnt report, due 16-20 months after contract start

- Final report summarizing the assignment, due 40 days before end of contract (31.12.2028).

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Upon agreement selected reports can be provided in the form of a PPT presentation.

Requirements for company-wide learning, knowledge and innovation:

Contributions to conferences: CitiZen+D supports systematic integration of learning experiences into national policies and regulatory adjustments. In this context, the contractor is expected to share lessons learned and experiences generated during the assignment in national and international formats, working groups, workshops, or other relevant platforms.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

Data protection

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

Gender equality: The development of Local Area Plans and the development of selected projects deducted from the Local Area Plans needs to consider a gender sensitive approach featuring gender equality and equity. The contractor needs to build this into his methodological, participatory, and capacity development approach.

Environmental protection and climate action (climate change mitigation/adaptation): Climate change impacts and urban development are closely linked in Zambia resulting in urban flooding during the rainy season and intensive rainfall and water shortages during the dry season. The contractor is expected to present an urban development approach which considers climate change impacts in informal settlements in Zambia and proposes solutions through urban planning and development addressing climate vulnerability, exposure, and impacts.

Conflict and context sensitivity: Informal settlements are vulnerable areas in terms of socio-economic conditions and citizen rights. Therefore, the cooperation between local authorities and communities needs to be context sensitive and careful considering potential conflicts of interests stemming from a highly vulnerable population with minimal formal rights.

Human rights: The CitiZen+D programme supports local authorities in addressing informal settlements and the associated issues of informality through urban planning instruments (Local Area Plans). The contractor is therefore expected to integrate human-rights-based approaches into his capacity development and advisory approach for local authorities and communities.

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

To achieve the milestones, objectives and results described in section 2 the tenderer shall outline a strategic approach guiding the implementation of the assignment.

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up
(section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements
(section 1.3.4 of the assessment grid)

Gender equality: The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation):

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity: The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights: The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	2 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	4 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management
(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan
(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project
(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner
(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring
(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements

- Not applicable –

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender, age etc.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Expert 1 Team leader: Urban Planner – expert with international expertise
(section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1

- Overall responsibility for the advisory packages of the contractor
- Responsibility for the development of local area plans
- Technical responsibility for WP 1
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas urban planning and development, financial capacities of local authorities, organizational development for local authorities.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Maintaining contact with other donors

Qualifications of expert 1

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Urban Planning, Urban Design, Urban Development or related field
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	10 years of professional experience in urban planning with a specific focus on climate resilience
Specific professional experience (section 2.1.4 of the assessment grid*):*	7 years working experience in participatory planning (4/10 points), 5 years in risk informed planning (3/10 points), 7 years in spatial analysis (3/10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	7 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 5 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience in Sub-Sahara Africa (Central, East, West, Southern Africa)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	7 years of professional experience in Southern Africa and/or Zambia.
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	7 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	5 years of working experience with informal settlements

Expert 2: urban planner, urban developer with national expertise
(section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2

- Assist team leader with managerial tasks in Zambia, including: regular communication with GIZ team about project progress, oversight of relevant processes and follow-up of activity implementation, ensuring operational management of activities, regular communication with partners, planning of missions and workshops etc.
- Assist councils in local area planning, boundary mapping and cadastral surveys
- Assessment of GIS-IT-infrastructure in councils
- Supporting collection of spatial, socio-economic, environmental, climate & risk data
- Assist in preparation of situation analysis and planning survey and issues report
- Training on participatory planning approaches and methods

Qualifications of expert 2

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Geography, Urban Planning or related field
Language (section 2.2.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	7 years of professional experience in urban planning and development
Specific professional experience (section 2.2.4 of the assessment grid*):*	5 years professional experience in local area planning (3/10 points), 5 years professional experience with GIS and spatial mapping (2/10 points), 5 years of professional experience with local authorities (3/10 points), 3 years in participatory mapping (2/10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 5 people
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	5 years of professional experience in Sub-Sahara Africa (Central, East, West, Southern Africa)
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	5 years of professional experience in Southern Africa and/or Zambia.
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	Working experience with informal settlements

Expert 3: Urban planner, GIS expert – with national expertise
(section 2.3 of the assessment grid)

Tasks of expert 3

- Assist councils in local area planning, boundary mapping and cadastral surveys
- Ensure community engagement throughout the LAP process and assist in setting up and managing local subsidy contracts
- Training on low-cost methodologies for data collection
- Training on maintenance of GIS infrastructure
- Training on low-cost methodologies for data collection
- Supporting collection of spatial, socio-economic, environmental, climate & risk data
- Assist in preparation of situation analysis and planning survey and issues report

- Training on participatory planning approaches and methods7Qualifications of expert 3

Education/training (section 2.3.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Geography, Urban Planning or related field
Language (section 2.3.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (**qualification will not be assessed**)
General professional experience (section 2.3.3 of the assessment grid):	7 years of professional experience in urban planning and development
Specific professional experience (section 2.3.4 of the assessment grid*):*	5 years professional experience in local area planning using GIS (3/10 points), 5 years working with local authorities (2/10 points), 2 years planning in informal settlements (5/10 points)
Leadership/management experience (section 2.3-.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	5 years of professional experience in Southern Africa and/or Zambia.
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	Not applicable

Expert 4: Municipal Finance expert 1 – with international/regional expertise
(section 2.4 of the assessment grid)

The International Municipal Finance Expert will provide strategic and technical leadership for Work Package 2, supporting local authorities in translating Local Area Plans (LAPs) into financially viable and implementable investment projects.

Tasks of expert 4

- Lead the development of financing frameworks for LAP implementation
- Support identification, assessment, and structuring of suitable financing mechanisms:
    - Own-Source Revenue,
    - Community Development Fund (CDF),
    - Zambia Devolution Support Programme (ZDSP),
    - Climate and green finance instruments,
    - Blended Finance
    - Development finance and donor funding and

  - Any other innovative financing mechanisms
- Support preparation and quality assurance of pre-feasibility and feasibility studies
- Provide technical oversight in preparing bankable project proposals and financing concepts.
- Support engagement with development partners, financial institutions, and potential investors.
- Support strategies for budgeting for maintenance of the projects by the councils
- Identify financial literacy gaps or weakness affecting councils e.g. lack of provision of maintenance funds for infrastructure projects in annual budgets, weak internal controls and risk management, financial reporting, Cost Benefit Analysis for projects
- Work with the local partner to develop financial literacy training materials
- Ensure alignment of financing concepts with climate resilience and inclusive urban development objectives.
- Support monitoring of milestones related to securing financing resources and project implementation.

Qualifications of expert 4

Education/training (section 2.4.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Economics, Finance, Climate Finance, or related field
Language (section 2.4.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (**qualification will not be assessed**)
General professional experience (section 2.4.3 of the assessment grid):	5 years of professional experience in municipal finance (6/10 points) and public financial management (2/10 points) and local government advisory services (2/10 points.
Specific professional experience (section 2.4.4 of the assessment grid*):*	5 years of professional experience in financing urban development applying climate or green finance instruments in developing countries (5/10 points). 3 years' experience in preparing funding proposals or feasibility studies (5/10 points)
Leadership/management experience (section 2.4.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	5 years of professional experience in Southern Africa and/or Zambia.
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	5 years of experience in development cooperation projects

Other (section 2.4.9 of the assessment grid):	Not applicable

Expert 5: Municipal Finance expert 2 – with national expertise
(section 2.5 of the assessment grid)

The Municipal Finance Expert with national expertise will support operational implementation and institutional strengthening at council level.

Tasks of expert 5

- Supporting local authorities in aligning own-source revenues and annual budgets with LAP implementation requirements.
- Conducting stakeholder mapping and engagement to identify suitable financing opportunities within Zambia.
- Supporting access to extra-budgetary financing sources such as the Community Development Fund (CDF), Zambia Devolution Support Programme (ZDSP), and other national financing instruments.
- Assisting councils in preparing funding applications and required documentation.
- Supporting preparation of pre-feasibility and feasibility studies in coordination with the International Expert.
- Coordinating the implementation of financial literacy training (onsite and virtual) in cooperation with a local partner.
- Providing hands-on coaching to municipal council departments on financial planning and reporting.
- Supporting data collection, financial analysis, and documentation required to secure financing.
- Monitoring progress toward WP4 milestones related to identification and securing of financing resources.

Qualifications of expert 5

Education/training (section 2.5.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Economics, Finance, Climate Finance, or related field.
Language (section 2.5.2 of the assessment grid):	English Knowledge of English C1-level in the Common European Framework of Reference for Languages (**qualification will not be assessed**)
General professional experience (section 2.5.3 of the assessment grid):	5 years of professional experience in municipal finance (6/10 points) and public financial management (2/10 points), and local government advisory services (2/10 points).
Specific professional experience (section 2.5.4 of the assessment grid*):*	5 years of professional experience in either or a combination of the following fields: financing urban development projects and applying climate or green finance instruments in informal settlements

Leadership/management experience (section 2.5.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	5 years of professional experience in either Zambia or Sub Sahara Africa (Central, East, West, Southern Africa)
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	Not applicable
Other (section 2.5.9 of the assessment grid):	Not applicable

Expert 6: Construction engineer with national expertise
(section 2.6 of the assessment grid)

Tasks of expert 6

- Technical planning of selected projects in informal settlements in cooperation with local authorities
- Preparation of pre- and feasibility studies for selected projects in informal settlement
- Preparation of construction design and implementation plan for selected projects in informal settlements
- Preparation of tender documents for project implementation
- Implementation oversight during project implementation

Qualifications of expert 6

Education/training (section 2.6.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in civil engineering or related field
Language (section 2.6.2 of the assessment grid):	English Knowledge of English C1-level in the Common European Framework of Reference for Languages (**qualification will not be assessed**)
General professional experience (section 2.6.3 of the assessment grid):	7 years of professional experience in civil engineering
Specific professional experience (section 2.6.4 of the assessment grid):	5 years professional experience in implementing urban infrastructure projects in informal settlements
Leadership/management experience (section 2.6.5 of the assessment grid):	Not applicable

International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.6.7 of the assessment grid):	5 years of professional experience in Southern Africa and/or Zambia.
Experience in the field of development cooperation (section 2.6.8 of the assessment grid):	Not applicable
Other (section 2.6.9 of the assessment grid):	Not applicable

Expert Pool 1: Up to 7 experts with national expertise
(section 2.7 of the assessment grid)

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Support local authorities in local area planning and participatory planning and mapping
- Support the integration of climate change resilience and climate change adaptation into planning and implementation concepts for informal settlements
- Develop service delivery concepts in the thematic areas of solid waste management, water supply, local markets and other relevant services for informal settlement in selected cities in Zambia
- Assist local authorities in improving and implementing service delivery concepts for water supply, solid waste, local markets and other relevant services in informal settlements
- Develop pricing/business models service delivery such as water supply, solid waste collection, local markets, and other relevant services reflecting the vulnerability of citizens in informal settlements
- Support capacity building for local and national stakeholders in budgeting, municipal financing, revenue collection etc.
- Assist in developing digital solutions for revenue collection and generation in local authorities

- Moderate relevant workshops for local and national stakeholders
- Prepare and deliver technical contributions in workshops, trainings, donor coordination meetings, and other relevant formats
- Develop and implement training and capacity development formats

Qualifications of the expert pool

Education/training	1 expert with a university degree (e.g. 'master's or German Diplom') in Urban Planning, 1 expert with a university degree in Environmental Sciences/Geography, 2 experts with a university degree in Environmental Engineering, 1 expert with a university degree in Public Financing, 2 experts with a university degree in IT
Language	7 experts with knowledge of English C1-level in the Common European Framework of Reference for Languages
General professional experience	7 experts with 5 years of professional experience in urban planning, climate change, solid waste management, urban water management, municipal financing, public financing, IT technical infrastructure, IT data management
Specific professional experience	7 experts with 5 years of professional experience in participatory urban planning, climate change adaptation in informal settlements, solid waste management for vulnerable communities, urban water management in informal settlements, revenue collection in local authorities, IT solutions for local authorities
Professional experience in the country/ region of assignment	7 experts with 5 years of professional experience in Southern Africa and/or Zambia
Experience in the field of development cooperation	7 experts with 3 years of experience in development cooperation projects

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to USND methodology for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative

- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the quantities and budgets specified in these ToRs and the price schedule. These are part of the competitive tender procedure and are used to ensure that the tenders can be compared objectively. Please note: only inputs that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights	Number of national flights
Expert 1: Team leader	180	120	300	No	8	10
Expert 2: Urban planner	-	450	450	No	-	15
Expert 3: Urban planner	-	210	210	No	-	10
Expert 4: Finance expert	30	50	80	No	6	8

Expert 5: Finance expert	-	130	130	No	-	10
Expert 6: Construction engineer	-	150	150	No	-	8
Expert pool	-	300	300	No	-	20
Backstopping	Not applicable	Not applicable	Not applicable	No	-	10

5.2 National administrative staff

The following national administrative staff are needed:

1 Office assistant for 20 months

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO_2 emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO_2-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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 has published a list of standards (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget

Total number of international flights (Quantity 1 is the number of return (i.e. outbound/inbound) flights.)	14
Total number of regional/national flights (Quantity 1 is the number of return (i.e. outbound/inbound) flights.)	91
CO_2 offsets for flights	EUR 6,440.00 An **unalterable budget** for CO_2 offsets for settlement against evidence is specified.
Transfer costs	EUR 15,000.00
Per-diem allowances	Up to 520 days
Accommodation allowances	Up to 384 nights
Travel expenses for national administrative staff	EUR 7,000.00

Tenders may include per-diem allowances 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 the reimbursement of travel expenses (download at https://www.bundesfinanzministerium.de). They will be reimbursed as a **lump sum** at the contractually agreed level.

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transfer costs
- Travel expenses for national administrative staff

Accommodation allowances outside Germany will be reimbursed in accordance with the following provision:

For the country Zambia, tenderers may offer accommodation allowances up to EUR 105. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (EUR 78,75) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.

- If the contractor offers accommodation allowances at between 75% and 100% (EUR 78,75 and EUR 105) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

Accommodation allowances outside Germany that unavoidably exceed the maximum amount permissible under tax law as stipulated in the BMF circular on travel expense reimbursement) (e.g. due to security requirements) **can only be settled against evidence on presentation of a written individual justification**.

Costs incurred for flights, transfer costs and for travel expenses of national administrative staff will be reimbursed against evidence.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

Please note: These travel expense items do not cover costs related to the contract in the country of assignment (see section 3.6.2 of the General Terms and Conditions). Please cost these items if applicable in the price schedule under '2.2 Costs related to the contract in the country of assignment'.

5.4 Materials and equipment

- not applicable -

5.5 Workshops, education and training

Workshop budget: **EUR 350,000.00**

The fixed, unalterable budget above is earmarked for workshops, national platforms and one national exhibition and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

Please delete where not applicable or add information if necessary:

- Room hire
- Technical systems
- Translation/interpreting services
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by

the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

Budget for local contributions: **EUR 150,000.00**

Local contributions are awarded on the basis of the attached annex 'Mustervertrag Örtliche Zuschüsse' (Contract template for local contributions) and in accordance with the provisions of the General Terms and Conditions and the annex 'Handreichung Örtliche Zuschüsse' (Guideline for local contributions) to the General Terms and Conditions.

5.8 Flexible remuneration item

Budget for flexible remuneration: **EUR 150,000.00**

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 30 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs can also be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)

- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition:

GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

Nature and scope:

GIZ may increase the total budget of the contract for the procurement of materials and equipment. After the exact needs and technical specifications for the equipment have been defined by the contractor and in consultation with GIZ, it is possible to add an budget for the procurement of the following goods: GIS and IT infrastructure for 6 councils. The materials and equipment are needed in order to support local councils in their capacity to conduct urban planning in selected settlements.

Maximum budget for the procurement of these materials and equipment: EUR 90.000.

Precondition:

Under Work Package 1 the contractor is requested to assess the GIS and IT infrastructure of the specified councils and develop a Bill of Quantities (BoQ) which specifies the GIS and IT infrastructure needs of the councils. The BoQ needs to be consulted with GIZ. Based on an agreement with GIZ the contractor is expected to procure and install the equipment and capacitate local councils in using and maintaining the equipment.

7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.

8. Annexes

a) Module proposal
b) Results matrix
c) Actor map
d) Actor profiling
e) Inception report on local area planning