

Reference conditions (ToR) for the supply of services below the EU threshold

Expertise in cultural and museum mediation for the National Museum of Chad (HCD)	Project/ Cost Center Number: G-012219-011 Tender number: 10049199a
---	---

0.	List of abbreviations	2
1.	Background.....	3
2.	Tasks to be performed by the contractor Fehler! Textmarke nicht definiert.	
3.	Concept.....	7
	Technical-methodological concept	7
4.	Personnel concept.....	8
	Expert.....	8
5.	Costing Requirements.....	9
	Staff Assignment and Travel Expenses.....	9
	Sustainability aspects for travel	9
6.	Contributions from GIZ or other actors	11
7.	Solicitation format requirements	11

0. List of abbreviations

AGM	Commissioning team
AN	Contractor
AVB	General terms and conditions of contract for the provision of services and works
FK	Expert
FKT	Expert Days
KZFK	Short-term expert
ToR	Terms of reference

1. Background

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is implementing the "Culture and Crisis Prevention" project (2023–2028) on behalf of the German Federal Foreign Office (AA), with co-funding from the European Union. The project is evolving in a context marked by multiple social, economic, political and security challenges in Chad, including the impacts of regional instability, forced displacement, limited opportunities for youth, social inequalities and pressures on social cohesion.

The current phase of the project aims to strengthen the capacities of civil society and cultural actors to actively contribute to peaceful coexistence, social participation and inclusive territorial development, particularly in N'Djamena, Pala, Bongor and Moundou. Attention is paid to youth engagement, gender equality and the inclusion of vulnerable groups, including refugees, returnees and persons with disabilities. Through culture, dialogue and participation, the project seeks to strengthen social cohesion and create spaces for expression, exchange and democratic participation.

The project is structured around three complementary areas of intervention:

- 1. Strengthening cultural spaces and institutions as accessible places for dialogue, learning and social interaction**
- 2. Strengthening mechanisms for civic participation and intercultural dialogue**
- 3. Support cultural and creative initiatives that contribute to economic opportunities, professional development and social stability.**

In this context, GIZ supports the main cultural institutions in N'Djamena, including the National Museum and the National Library, through institutional partnerships and technical assistance. The aim is to strengthen their role as inclusive public cultural spaces and improve access to culture and heritage for a wider audience, especially young people and school communities.

Support to the National Museum focuses on the development of cultural and museum mediation practices, the creation of educational and pedagogical tools, the capacity building of staff and the promotion of innovative and participatory approaches to heritage transmission. The first activities implemented since 2024 have included training workshops on mediation and digital tools, the development of new educational materials, support for public awareness activities such as National Heritage Day, as well as the preparation of educational excursions and community cultural initiatives. Building on these early achievements, the partnership aims to further strengthen the museum's capacities in mediation, communication, conservation, cultural programming and project management, while supporting the development of new initiatives such as the "Chadian Artists and Artisans Village". Thanks to this collaboration, the project contributes to making the National Museum a more accessible, dynamic and participatory cultural institution, serving the general Chadian public and the international community.

In agreement and in close collaboration with the Executive Management of the National Museum, the Culture Project plans to mobilize regional expertise in order to further develop the skills of the Museum's staff in cultural and museum mediation, taking into account new forms of heritage promotion and cultural mediation for African audiences, according to three learning areas:

A. Promotion of the Chadian National Museum's own collections

- Selection from the archives of the best objects to display
- Enhance the interpretation and promotion of museum collections through enriched narratives, exhibition texts, object labels, and interpretive materials.
- Develop digital and physical documentation and communication tools to increase public access to knowledge and engagement with collections
- Support cultural programmes and awareness-raising activities related to the promotion of Chadian heritage and artists

B. Capacity building of the museum team

- Acquire office supplies.
- Provide advanced and specialized training to museum staff on cultural mediation, museum education, communication, visitor engagement, and cultural animation methods.
- Facilitate practical workshops, knowledge-sharing activities, as well as collaborations or internships with museums and cultural institutions in the region or abroad.
- Strengthen capacities in the coordination, administration and management of cultural projects to support the sustainability of museum activities.

C. Development of communication and cultural awareness tools

- Improve visitor reception, guided tours and public engagement methods for different target groups, especially young people, schools and families.
- Strengthen communication and visibility through inclusive communication materials, social media and digital awareness tools.
- Develop educational and interactive tools, including QR codes for self-guided tours, audio-visual materials, educational support and other innovative mediation resources.
- To develop a recreational area in front of the Chadian Artists and Craftsmen's Village (VAAT) for storytelling evenings and other cultural events for young people.

In recent years, museum mediation that is better adapted to the needs and requirements of museums has been developed. By taking up the fundamental ideas of cultural mediation, this specific form of mediation reverses the elitism often associated with art and museums to make exhibitions more accessible to the public. By offering interactive and participatory concepts and activities in addition to artworks and exhibitions, museums offer people a way to better understand the cultural context of different works of art. Mediation tools are quickly becoming common in museums, as they offer the public new ways to access art and other cultures. Ultimately, museum mediation offers individuals a deeper understanding of alternative cultures through art. In addition, the recommendations of the Sarr-Savoye report and the reflections on the restitution of African heritage lead us to question the relationship between a museum and its public, and in the particular case of African heritage, to consider new forms of exhibition and mediation, in a rethought relationship between the public and the objects, in search of new meanings. The National Museum of Chad is no exception to these new reflections.

The National Museum of Chad is housed in a modern building located relatively in the centre of the city, with large rooms presenting collections accessible to the public (ethnographic room on the ground floor; palaeontology room with a recent scenography based on the discovery of Toumaï on the 1st floor), conference/animation rooms (indoor and outdoor) as well as limited but available human and material resources. The museum has a total of 4,000 archaeological, ethnographic and paleontological objects, of which 1,754 are on display to the public. It defines itself as an ethnographic museum that represents Chad's cultural heritage as a "mirror of Chadian culture". The audience is mainly made up of schoolchildren and a few foreign visitors. 73,554 visitors came to the museum in 2025, of which 69,757 were schoolchildren,

i.e. 95%. The museum team has already developed several activities and initiatives for schoolchildren. However, most of the people of N'Djamena (and adults) do not visit this cultural institution or become part of its heritage, either due to lack of knowledge, interest or habit. Despite this, the institution is a real place of sharing, meeting and access to Chad's resources and heritage.

Since the beginning of 2024, during phase 1 of the project, several initial activities have already been implemented at the National Museum of Chad to strengthen cultural mediation practices and strengthen the capacities of the museum team. In particular, two (2) missions in May and July 2025 aimed at consolidating the first mediation tools developed by the museum and strengthening the skills of staff in mediation and digital communication. The training workshops focused on the creation of educational materials and the use of digital tools such as Canva, CapCut, InShot and Google Drive. The July 2025 mission also supported the preparation of educational excursions and laid the foundations for the future "Chadian Artists and Artisans Village" project. A highlight was the National Heritage Day organized on July 19, 2025 as an open-house event, during which the public discovered new mediation tools, including the manual "The Manual of the Little Chadian Archaeologist", the passport of the National Museum of Chad, the Leaflet of the National Museum of Chad and interactive games Treasure Hunt Toumaï. These activities confirmed the museum's potential to develop more participatory and accessible forms of engagement with the public.

The opportunities offered by museum mediation focused on the promotion of Chadian heritage would allow the resources of the National to be used by a wider public, and by the Chadian public in N'Djamena to better understand and exploit its own cultural heritage.

Although important first steps have already been reached, several areas still require further development to fully strengthen the museum's mediation and outreach capacities. Therefore, the National Museum of Chad and GIZ wish to focus this service on democratizing access to Chadian culture and heritage by strengthening and developing the cultural and museum outreach strategy previously developed in 2024/2025, alongside the museum's proposed location plan for 2026/2027.

Future phases of the project could focus on:

- Replicate available communication media
- Deepen cultural and museum mediation techniques, while strengthening the team's capacity in administration and management of cultural projects
- Develop new educational tools and activities for schools and families,
- To improve the museum's communication and visibility via social networks, digital platforms and online tools with the domestication of an internet network (Starlink).
- Support in the areas of conservation and exhibition scenography
- Support in the organization and management of guided school visits and educational excursions,
- Structuring of the future "Village of Chadian Artists and Craftsmen".

In this perspective, the support and expertise of partners such as GIZ could play a key role in accompanying the museum in the continuation and expansion of these efforts.

2. Tasks to be performed by the contractor

The contractor (1 regional expert in cultural and museum mediation) will support the National Museum of Chad in strengthening its cultural mediation strategy, public awareness activities and institutional capacities, in line with the museum's 2026–2027 implementation plan and the objectives of the GIZ project "Culture and Crisis Prevention".

The contractor must perform the following tasks:

A. Strengthening cultural and museum mediation practices and strengthening the capacity of the museum team

Strengthen and professionalize cultural and museum mediation practices through practical, participatory and public-centred approaches, with particular attention to young people, school groups and families. This includes improved visitor reception, guided tours (gulie), storytelling methods, cultural animation and interactive mediation techniques to strengthen public engagement with the museum's collections and activities.

Design and facilitate training sessions for museum staff on cultural mediation, museum education, communication and public engagement, while encouraging knowledge sharing through hands-on workshops and exchanges with regional or international cultural institutions, where possible. Support capacity building in the administration, coordination and management of cultural projects to ensure the sustainability and long-term impact of project activities.

B. Communication, education and public engagement tools

Support the museum in strengthening its communication, visibility and awareness among the public via social networks, digital platforms and accessible communication media adapted to different audiences. This includes improving audience engagement through innovative and interactive tools such as QR codes for self-guided tours, audio-visual content, exhibition mediation materials, and other digital resources for visitors. Support the development and organization of educational and cultural activities, including school visits, workshops, field trips, and public programs. This also includes the creation and enhancement of educational and pedagogical tools for schools, families and the general public, such as educational booklets, games, children's activities, self-guided tour materials and interactive learning tools promoting access to Chadian heritage and culture.

C. Promotion and cultural enhancement of museum collections

Support the museum in improving the accessibility, interpretation, and promotion of its collections through increased communication, storytelling, and public engagement around the objects on display. This includes the development of exhibition texts, labels for exhibits, interpretive materials, as well as digital and physical documentation to make the collections more understandable, attractive and accessible to a wider audience.

Contribute to the development of the future "Chadian Artists and Artisans Village" initiative by supporting cultural programs, mediation activities, artistic promotion and public engagement related to the broader strategy of cultural awareness and enhancement of the museum's heritage.

There are certain milestones, as shown in the table below, that must be achieved during the term of the contract:

Steps / Process	Deadline / Location / Responsible
Preparation/debriefing meeting: validation of the approach and plan with the National Museum for the entire mission	January 2027 , remote
Service C on-site program development	January 2027 , remote
1st field mission: 10 days – Implementation of Service C (VAAT)	February 2027 , N'Djamena, Chad
Development of Service A	After 4 months (June-July 2027) , on-site and remotely
Development of Service B	Remotely, after 6 months (May-June 2027)
2nd field mission: 10 days Service A	May-June 2027 , N'Djamena, Chad
Continuation of support for the measures defined in the framework of Service B	After 9 months (July 2027) , on-site and remotely
3rd field mission: 10 days – Implementation of Service B	November 2027 , N'Djamena, Chad
Continued support for final measures, as required	After 11 months (November 2027 – February 2028) , on-site and remotely
Mid-term progress report and recommendations document	December 2027
Continuation of support and follow-up with the Museum's teams	January–May 2028
4th Field Mission: 10 days	June or July 2028
Final Report and Recommendations	September 2028

Mission period: **from 1.1.2027 to 31.10.2028**.

55 days in total and **4 missions** of 10 days each

3. Concept

In the call for tenders, the bidder must submit *How* the objectives set out in the **Fehler! Verweisquelle konnte nicht gefunden werden.** (The tasks to be performed) must be carried out, if applicable, taking into account other methodological requirements (technical-methodological concept). In addition, the bidder must describe the project management system for the delivery of the service.

Technical-methodological concept

Strategy : The bidder must consider the tasks to be performed in relation to the objectives of the services being tendered. Secondly, the buyer presents and justifies the explicit strategy with which he intends to provide the services for which he is responsible

The contracting authority must present the relevant actors for the services for which it is responsible and describe the **cooperation** with them.

The Bidder must describe the **guiding structure**, including the approach and procedure to guide actions with project partners, as well as a description of its contribution to monitoring results and associated challenges.

The bidder must describe the key processes for the services for which it is responsible and establish an operational **plan or** schedule describing how the services are to be delivered. In particular, the adjudicator must describe the necessary steps and, where appropriate, take into account the milestones and **contributions** of other actors.

The submitter must describe its contribution to knowledge management for the partner and GIZ and promote the scale-up effects in the context of **learning and innovation**.

1. Personnel concept

The tenderer must provide suitable staff for the continuation of the posts described, on the basis of his CV (see chapter 4), the range of tasks involved and the qualifications required.

The qualifications specified below represent the requirements to achieve the maximum number of points in the technical evaluation.

Expert required (expert pool with minimum 1 or maximum 2 experts)

Tasks of the experts

- Responsibility for consulting packages (quality and deadlines)
- Responsibility for the technical quality of the work carried out remotely and during missions in N'Djamena, advisory support for the project and the National Museum, responsibility for the development and delivery of training.
- Coordination and ensuring communication with GIZ, the National Museum and other people involved in the project
- Regular and timely reporting
- Regular communication with the staff of the National Museum and the GIZ contact person

Qualifications of experts

- Education/training (2.6.1): University degree (doctorate) in history, art history, fine arts, social sciences or public administration
- Language (2.1.2): C1-level of language proficiency in French, B1-level of language proficiency in Arabic
- General professional experience (2.1.3): 10 years of professional experience in cultural and heritage projects in Africa and Arab countries
- Specific professional experience (2.1.4): 11 years of professional experience in leading projects aimed at managing and promoting arts and cultures: mediation, promotion of exhibitions, public management in Africa and Arab countries
- Regional experience (2.1.6): 10 years of experience in projects in Africa, including 1 year in projects in the Sahel region or Central Africa. Previous experience in Chad is very valuable
- Experience in development cooperation (2.1.7): 10 years of experience in development cooperation projects
- Other: knowledge of African heritage restitution issues and African public needs

Expert's interpersonal skills

In addition to their specialized qualifications, the following qualifications are required:

- Team Skills

- Communication skills
- Socio-cultural competences
- Interdisciplinary thinking

2. Costing Requirements

Staff Assignment and Travel Expenses

Allowances for days and overnight accommodation are reimbursed in a single instalment up to the maximum amounts permitted by the tax legislation for each country, as defined in the country table of the circular of the German Federal Ministry of Finance on the remuneration of travel expenses (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs that exceed this amount up to a reasonable amount, as well as the costs of flights and other major means of transportation, may be reimbursed against proof

All business travel must be approved in advance by the project officer.

Sustainability aspects for travel

GIZ wants to reduce greenhouse gas emissions (CO2 emissions) caused by travel. When preparing your appeal, please incorporate options to reduce emissions, such as choosing the low-emission (economical) booking class and using means of transport, airlines and air routes with higher CO2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO2 emissions caused by air travel should be offset. GIZ sets a budget for this, whereby carbon offsets can be settled on the basis of evidence.

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

Specification of inputs (55 expert days)

Payment days	Number of experts	Number of days per expert	Comments
• Preparation/debriefing	1	1	Remote
• Interim report	1	2	Remote
• Assessments, training, implementation support	1	40	N'Djamena
• Assessments, training, implementation support	1	10	Remote
• Evaluation, report	1	2	Remote

Travel expenses	Number of experts	Number of days/nights per expert	Comments
• Daily allowance in the country of assignment	1	40	
• Daily allowance for arrival and departure days	1	8	Depending on the flight 2 days x 4 trips
• Night allowance in the country of assignment	1	36	Overnight stays abroad: Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.
• Travel expenses (train, private vehicle)	1	8	Travel from home/hotel to the airport and back
• Visa	1	4	Visa fees if applicable, EUR 105 per unit (against evidence)
Flights	Number of experts	Number per expert	Comments
• International flights	1	4	Travel to service location N'Djamena
• Domestic flights	N.A.	N.A.	

• CO2 compensation for air travel	1	8x260 EUR= 2.080 EUR	A fixed budget of EUR 2.080 is earmarked for settling carbon offsets against evidence.
Other costs	Number of experts	Amount per expert	Comments
Flexible remuneration Please calculate a number corresponding to approximately 10% of the contract value and specify this amount in the specification of inputs. In accordance with Section 3.6.5.7 AVB, when the flexible remuneration item is used, the contractually agreed amounts may be exceeded up to the amount of this budget item. This can be used only for cost items specified in the original agreement. The contractually agreed individual rates (e.g. amount of air travel expenses) and type of settlement (against evidence or flat rate) may not be changed			A budget of EUR 5400 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

3. Contributions from GIZ or other actors

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

- On-site transport with own project vehicle
- Workshop logistics: seminar room rental and catering

4. Solicitation format requirements

The structure of the tender must match that 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 evaluation grid (and not with zero). The tender must be legible (font size 11 or larger) and clearly worded. It must be written in French. Tenders that are not written in French will be excluded from the tender procedure

The total call for tenders must not exceed 10 pages (excluding CVs). If any of the maximum page lengths are exceeded, content that appears after the threshold will not be included in the rating. External content (e.g. links to websites) will also not be taken into account.

The CVs of staff proposed in accordance with Chapter 1 Terms of use must be submitted in the format specified in the terms and conditions of the application. CVs should not exceed 4 pages each. They must clearly indicate the position and the position that the nominee has held in the reference project and for how long. CVs must also be submitted in French (language).

Please calculate your financial offer based exactly on the parameters specified in Chapter 5 of the quantitative requirements. The contractor does not have the contractual right to use the entire days, travel, workshops or budgets. The number of days, trips, workshops and budgets will be contractually agreed as maximum limits. The pricing specifications are defined in the pricing grid.