

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

CONFIDENTIAL

Terms of Reference for Consultancy Services to Strengthen Ms. Geek Africa as a Continental Innovation Pipeline for Young Female Innovators (2026 to 2027)	Project number/ cost centre: G-012508-001
--	---

0.	List of abbreviations	2
1.	Background/Context.....	3
	Vision for Ms. Geek Africa	4
	Beneficiary Institution, Contracting Authority, and Funding	5
	Objectives of the Consultancy	6
2.	Tasks to be performed by the contractor	7
	Work Package 1: Landscape Analysis and Program Assessment	7
	Work Package 2: Bootcamp Structure, Content, and Delivery Model	8
	Work Package 5: Program Sustainability, Member States Ownership and Alumni Network Operationalisation	10
	Timeline and Milestones.....	11
3.	Concept.....	13
	Technical-methodological concept	13
	Project management of the contractor (1.6)	13
	4.6 Further Requirements (1.7)	14
4.	Personnel concept.....	14
	Team leader.....	14
	Key expert 1 - Sustainability & Innovation Ecosystem Expert.....	15
	Short-term expert pool with minimum 3, maximum 3 members	16
5.	Costing requirements	17
6.	Inputs of GIZ or other actors.....	19
7.	Requirements on the format of the tender	19

0. List of abbreviations

GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit
ICT	Information and Communication Technology
KPIs	Key Performance Indicators
MVPs	Minimum Viable Products
SOPs	Standard Operating Procedures
STEM	Science, Technology, Engineering, and Mathematics
SWG	Smart Women and Girls
TAS	Transform Africa Summit
ToRs	Terms of reference
WP	Work Package

1. Background/Context

Ms. Geek Africa is a flagship programme implemented under the Smart Women and Girls in ICT initiative led by Smart Africa. Originally launched in 2014 by Girls in ICT Rwanda and later through strategic partnership with Smart Africa was scaled continent-wide by Smart Africa, the programme aims to inspire African girls aged 13–21 to harness technology and innovation to address pressing challenges in their communities. Through visibility, technical training, mentorship, pitching opportunities, and international exposure, Ms. Geek Africa has become a leading continental platform for nurturing young female innovators and promoting girls' participation in technology and entrepreneurship. Smart Africa is a pan-African initiative endorsed by the African Union and led by African Heads of State and Government, with a mandate to accelerate sustainable socio-economic development through digital transformation and regional integration. As a continental alliance committed to advancing Africa's digital agenda and building a Single Digital Market, Smart Africa promotes inclusive and equitable participation in the digital economy, recognising that Africa's digital transformation cannot be fully achieved without the meaningful participation, leadership, and innovation of women and girls.

In this regard, the **Smart Women and Girls in ICT Initiative** serves as Smart Africa's continental mechanism for advancing gender-inclusive digital transformation across Member States. The initiative goes beyond digital skills training to address the broader barriers that limit women's and girls' participation in the ICT sector, including access to technology, digital literacy, STEM participation, entrepreneurship, leadership, policy influence, mentorship, and visibility within the digital economy. Through this initiative, Smart Africa supports Member States and partners to strengthen the ecosystem for women and girls in ICT by promoting inclusive policies, practical programmes, strategic partnerships, mentorship models, innovation platforms, and pathways for women and girls to participate, benefit, and lead in Africa's digital future.

Ms. Geek Africa is implemented under this broader Smart Women and Girls in ICT Initiative as one of Smart Africa's continental innovation platforms for identifying, nurturing, and elevating young female innovators across the continent. It contributes directly to the SWG's agenda by creating a structured pathway for girls and young women to develop technology-driven solutions, build confidence, access mentorship, gain continental visibility, and connect to opportunities within Africa's innovation ecosystem.

The 2025 edition of Ms. Geek Africa introduced a more comprehensive delivery model, incorporating a continental call for applications, virtual and in-person bootcamp, technical mentorship, pitching sessions, awards presented during the Transform Africa Summit, and post-award coaching. With participation from 11 countries, the 2025 edition marked important progress in strengthening operational structures, expanding participation across Member States, and increasing the visibility of girls' technology-driven solutions.

Building on these achievements, Smart Africa has identified an opportunity to further strengthen the programme's long-term structure, sustainability, and impact. While the 2025 edition demonstrated progress, it also highlighted the need for a more structured, programmatic, and evidence-based approach that can elevate Ms. Geek Africa from a competition-based model into a scalable continental innovation platform.

Smart Africa has already developed a Ms. Geek Africa Playbook to guide implementation across Member States. This consultancy will therefore focus on strengthening the content, delivery, and continuity mechanisms of Ms. Geek Africa, particularly the bootcamp structure and curriculum, bootcamp delivery, post-competition business and market linkages,

operationalisation of the Ms. Geek Africa Alumni Network, and development of a broader sustainability model to support programme continuity, partnership and resource mobilization across future editions.

Vision for Ms. Geek Africa

Smart Africa intends to position Ms. Geek Africa as a structured continental innovation pipeline for young women in technology and entrepreneurship, moving it beyond a competition-based format into a platform that identifies, nurtures, and elevates young female talent across Africa.

Through this consultancy, Smart Africa aims to strengthen the programme's architecture, bootcamp content, delivery model, post-competition linkages, and sustainability mechanisms so that participants are supported before, during, and beyond the competition. This will enable more girls to move from participation to innovation, from visibility to opportunity, and from ideas to impact.

The strengthened Ms. Geek Africa model will seek to achieve the following:

1.a.1 Strengthen the quality and relevance of bootcamp content

Ms. Geek Africa will provide participants with a structured learning experience that equips them with practical skills to transform their proposed/submitted ideas into viable digital solutions. The bootcamp content will support participants in areas such as problem validation, design thinking, AI and responsible innovation, prototype development, business modelling, pitching, storytelling, leadership, confidence-building, and market readiness.

1.a.2 Improve the delivery of the bootcamp experience

The programme will offer a more practical, interactive, and participant-centred bootcamp experience that responds to the different ages, capacities, languages, and solution maturity levels of young female innovators. Through technical mentorship, coaching, peer learning, and hands-on support, participants will be guided to refine their solutions, strengthen their prototypes or MVPs, and prepare for high-quality pitching.

1.a.3 Build a clear post-competition support pathway

Ms. Geek Africa will go beyond the final pitch and awarding by providing structured follow-up support to finalists and winners after the competition. This includes mentorship, business model & feasibility guidance, advanced digital & entrepreneurship, product refinement, investment readiness support, and access to relevant opportunities that can help participants continue developing their solutions beyond the Transform Africa Summit.

1.a.4 Connect participants to business and market opportunities

The programme will strengthen linkages between participants and Africa's wider innovation ecosystem, including Smart Africa networks in the ecosystem such as SANIA, innovation hubs, incubators, accelerators, private sector actors, investors, development partners, and Member State programmes. These linkages will help

promising solutions move from early-stage ideas to pilot opportunities, partnerships, funding channels, and real-world application.

1.a.5 Strengthen programme sustainability and institutional continuity

Ms. Geek Africa will develop a stronger sustainability model to support continuity across future editions. This includes identifying partnership and funding opportunities, clarifying the role of Member States and ecosystem partners, strengthening private sector engagement, improving resource mobilisation, and creating mechanisms that allow the programme to remain relevant, well-supported, and scalable over time.

1.a.6 Position Ms. Geek Africa as a continental pipeline for young women in technology and entrepreneurship

Ultimately, Ms. Geek Africa seeks to become a recognised continental pipeline for identifying, nurturing, and elevating young female talent in technology, innovation, and entrepreneurship. By strengthening the programme's content, delivery, post-competition linkages, and sustainability mechanisms, Smart Africa will support more girls to move from participation to innovation, from visibility to opportunity, and from ideas to impact.

Beneficiary Institution, Contracting Authority, and Funding

The beneficiary institution for this assignment is Smart Africa, a multi-stakeholder alliance of 42 African Member States committed to accelerating socio-economic development through ICT, with the vision of transforming Africa into a Single Digital Market by 2030. Smart Africa's mandate includes driving continental digital transformation, strengthening institutional capacities, and promoting inclusive participation in the digital economy particularly for women and girls.

The contracting partner for this assignment is the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, which provides technical collaboration under the project "[Smart Africa - Accelerating the digital transformation in Africa](#)." Through this partnership, GIZ supports Smart Africa in strengthening organizational systems, delivering cross-border digital initiatives, and enhancing the implementation of gender-inclusive digital transformation programs.

GIZ and Smart Africa cooperate through three interlinked project components:

- a. Implementation of Cross-Border Digital Services: Supporting Member States in deploying scalable, interoperable digital solutions and related technical instruments.
- b. Supporting Organizational Development: Strengthening the institutional systems, coordination mechanisms, and implementation capacity of the Smart Africa Secretariat.
- c. Mobilization of Partnerships and Resources: Facilitating strategic dialogue, private sector engagement, and resource mobilization across the digital development ecosystem.

Building on Components 1 and 2 and aligned with Smart Africa's mandate to advance inclusive digital innovation, this assignment will support the strengthening of Ms. Geek Africa as a structured continental innovation pipeline for young female innovators. The consultancy will focus on improving the programme's bootcamp content and delivery, establishing post-competition business and market linkages, operationalising the Alumni Network, and

developing sustainability mechanisms that support programme continuity, partnership mobilisation, resource mobilisation, and institutionalisation within Member States.

Objectives of the Consultancy

Main Objective

To strengthen and structure the Ms. Geek Africa bootcamp and post-competition program into a scalable and evidence-driven continental initiative by conducting ecosystem analysis, designing a structured bootcamp model, and developing a sustainability and alumni framework that supports long-term program growth and partnership mobilisation.

To strengthen Ms. Geek Africa as a structured continental innovation pipeline for young female innovators by improving the bootcamp content and delivery model, establishing post-bootcamp and post-competition business and market linkages, operationalising the Ms. Geek Africa Alumni Network, and developing sustainability mechanisms that support programme continuity, partnership mobilisation, resource mobilisation, and Member State ownership.

Specific Objectives:

- **Strengthen the Ms. Geek Africa bootcamp structure and content** by developing a practical, age-appropriate, and innovation-focused curriculum that supports participants to refine their technology solutions, strengthen prototypes or MVPs, and build skills in areas such as AI, design thinking, business model development, feasibility assessment, pitching, communication, leadership, and market readiness.
- **Deliver the Ms. Geek Africa bootcamp** through an interactive, participant-centred approach that combines virtual and/or in-person sessions, technical mentorship, coaching, peer learning, pitch preparation, and tailored support for finalists at different levels of solution maturity.
- **Establish post-bootcamp and post-competition support pathways** that connect finalists and winners to relevant business development services, innovation hubs, incubators, accelerators, private sector actors, investors, development partners, Smart Africa networks, and Member State programmes.
- **Operationalise the Ms. Geek Africa Alumni Network** as a pan-African platform for continued mentorship, peer learning, collaboration, visibility, opportunity sharing, and long-term engagement with participants beyond each competition cycle.
- **Develop a sustainability and partnership model** that supports the continuity and growth of Ms. Geek Africa through resource mobilisation, strategic partnerships, private sector engagement, ecosystem support, and institutionalization within participating Member States.
- **Develop practical tools and templates** to support future editions of Ms. Geek Africa, including bootcamp materials, mentorship tools, coaching templates, pitch preparation resources, alumni engagement tools, partner mapping templates, and monitoring/tracking tools.

2. Tasks to be performed by the contractor

The contractor will support Smart Africa in strengthening the structure, delivery model, and long-term sustainability of the Ms. Geek Africa program. The assignment will focus on three core work packages: Landscape Analysis and Program Assessment, Bootcamp Design and Program Model Development, and Sustainability & Alumni Ecosystem Development.

Work Package 1: Landscape Analysis and Program Assessment

The purpose of this work package is to generate an evidence base to inform the strengthening of Ms. Geek Africa's structure, bootcamp content, delivery model, post-competition support, and sustainability mechanisms. The work package will examine comparable regional, continental, and global initiatives supporting girls and young women in technology innovation, STEM, entrepreneurship, and AI-related solution development. It will also assess previous editions of Ms. Geek Africa to identify lessons learned, participation barriers, implementation gaps, and opportunities for improving the programme's impact and scalability. The findings from this workstream should directly inform the design of the bootcamp curriculum, mentorship and coaching approach, participant journey, business and market linkage model, alumni network, and sustainability strategy.

Under Work Package 1, the contractor will carry out the following activities:

- Assess previous Ms. Geek Africa editions to identify key strengths, gaps, lessons learned, and areas for improvement.
- Benchmark comparable regional, continental, and global initiatives supporting girls and young women in technology, innovation, STEM, AI, and entrepreneurship.
- Identify best practices in innovation bootcamps, youth entrepreneurship support, pitch competitions, mentorship, alumni engagement, and post-programme support.
- Consult selected former participants, mentors, coaches, judges, Smart Africa focal points, country focal points, and ecosystem actors.
- Identify barriers to participation across Member States, including awareness, language, digital access, technical readiness, country mobilisation, and post-selection support.
- Map ecosystem actors that can support Ms. Geek Africa, including Member States, innovation hubs, incubators, accelerators, universities, private sector actors, investors, development partners, and STEM organisations.
- Provide practical recommendations to inform the bootcamp curriculum, delivery model, mentorship approach, post-competition linkages, alumni network, and sustainability model.

Under Work Package 1, below are the deliverables:

- Inception Report with methodology, timeline, and stakeholder engagement plan.
- Landscape and Benchmarking Report.
- Comprehensive Program Assessment Report: analysis of previous cycles, lessons learned, participation barriers, and best practices.
- Stakeholder and Ecosystem Mapping Report.

Work Package 2: Bootcamp Structure, Content, and Delivery Model

The aim of this work package is to translate the findings of the landscape analysis in workpackage 1 into a structured boot camp model for Ms Geek Africa. The contractor will design curriculum, participant learning journey, mentorship and coaching model, pitch preparation process, and delivery approach for both virtual and in-person components that will guide the implementation of the program across future editions.

The bootcamp should be practical, interactive, age-appropriate, gender-responsive, and tailored to female participants aged 13–21 years with proper safeguarding mechanisms, recognizing that participants may have different levels of technical exposure, confidence, solution maturity, language ability, and entrepreneurship experience.

Under Work Package 2, the contractor will carry out the following activities:

- Translate findings from Work Package 1 into a structured Ms. Geek Africa program delivery model.
- Design the bootcamp format, incorporating both virtual and in-person components, including a structured 14-day learning and innovation program.
- Define the participant journey across the program, including learning milestones, mentorship engagement, and pitching preparation.
- Develop the bootcamp curriculum, on both AI & design thinking, business model & feasibility, financial basics & sustainability of solutions; leadership & communication etc including mentorship sessions
- Develop differentiated learning approaches for younger and older participants, as well as participants with varying levels of technical and entrepreneurial readiness.
- Develop a structured mentorship and coaching framework to guide participants throughout the program.
- Develop pitch preparation tools, and pitching guidelines, for participant projects.
- Develop operational tools and templates for to support bootcamp delivery, including session plans, facilitator guides participant worksheets, coaching templates, pitch deck templates.
- Define quality assurance mechanisms for bootcamp delivery, including participant feedback, daily reflections, mentor check-ins, and learning progress reviews.

Under Work Package 2, the contractor shall deliver the following:

- Ms. Geek Africa Bootcamp operational toolkit outlining the overall structure of the program and participant journey.
- 14-day bootcamp curriculum and facilitation guide describing session topics, learning objectives, and training modules.
- Mentorship and coaching framework defining mentor roles, engagement formats, and mentorship guidelines.
- Pitching and judging framework outlining evaluation criteria, scoring mechanisms, and guidelines for judges.
- Operational toolkit including templates and guidance for applications, participant selection, mentorship coordination, and bootcamp facilitation.

Work Package 3: Bootcamp Delivery, Mentorship, and Pitch Preparation

The purpose of this workpackage is to ensure that the contractor is not only designing the bootcamp but also delivering it. This is important because the assignment is intended to improve both the **content** and the **delivery** of the Ms. Geek Africa bootcamp experience.

The contractor will facilitate the bootcamp, provide hands-on support to participants, support mentorship and coaching inputs, and prepare finalists for the pitch competition.

Under this workstream, the contractor shall:

- Deliver the Ms. Geek Africa bootcamp using interactive, practical, youth-sensitive, and young women-centred methods.
- Facilitate virtual and/or in-person sessions in line with the approved bootcamp curriculum and delivery plan.
- Provide individual and group coaching to participants to support solution refinement, prototype or MVP development, business model improvement, and pitch readiness.
- Coordinate and guide mentors, coaches, guest speakers, and technical experts engaged during the bootcamp.
- Support participants to refine their problem statements, solution logic, user value proposition, prototype/MVP, market potential, and pitch deck.
- Conduct pitch practice sessions and provide structured feedback to participants.
- Document participant progress, emerging support needs, lessons learned, and recommendations for improving future bootcamp editions.
- Ensure all bootcamp delivery approaches comply with safeguarding, youth protection, and respectful engagement principles.

Under Work Package 3, the contractor shall deliver the following:

- Bootcamp Delivery Plan, including session schedule, facilitation approach, mentor engagement plan, and coaching structure.
- Delivered bootcamp sessions, including virtual and/or in-person components as agreed with Smart Africa.
- Participant Coaching and Progress Report documenting support provided to each finalist or team.
- Pitch Preparation Report summarising pitch readiness, key improvements, and final recommendations.
- Bootcamp Delivery Report covering implementation, participant feedback, lessons learned, and recommendations for post bootcamp support to participants and future editions.

Work Package 4: Post-Competition Business and Market Linkages

The purpose of this workpackage is to move Ms. Geek Africa beyond the final pitch by creating structured pathways for finalists and winners to access relevant business development, mentorship, innovation, funding, and market opportunities after the bootcamp and competition.

This workstream will help ensure that promising solutions are not lost after the competition, but are connected to industry actors and opportunities that can support continued product development, testing, piloting, funding, and scale.

Under this workstream, the contractor shall:

- Develop a post-bootcamp and post-competition support pathway for finalists and winners.
- Identify the specific support needs of participants based on solution maturity, sector, country, technical readiness, and business potential.
- Map relevant business and market linkage opportunities, including innovation hubs, incubators, accelerators, demo days, private sector partners, investors, development partners, universities, Smart Africa networks, SANIA, and Member State programmes.
- Propose practical mechanisms for connecting participants with experts in finance, legal advisory, technology development, product design, entrepreneurship, and market validation.
- Develop a pathway for selected participants to continue refining prototypes, MVPs, or early-stage ventures after the competition.
- Recommend how Smart Africa can package promising Ms. Geek Africa solutions for visibility, partner engagement, investment readiness, and Member State support.
- Facilitate selected introductory linkages or opportunity-matching sessions, where feasible and agreed with Smart Africa.
- Develop a simple tracking mechanism to monitor participant progress after the competition.

Under Work Package 4, the contractor shall deliver the following:

- Post-Competition Support Pathway outlining follow-up support for finalists and winners.
- Business and Market Linkage Plan mapping relevant opportunities and actors for participant support.
- Participant Opportunity-Matching Framework, including criteria for linking participants to different forms of support.
- Prototype/MVP Continuation Support Guide outlining pathways for continued solution development.
- Post-Competition Tracking Tool for monitoring participant progress, linkages, and outcomes.

Work Package 5: Program Sustainability, Member States Ownership and Alumni Network Operationalisation

The aim of this work package is to develop mechanisms that support the long-term continuity, institutionalisation and growth of Ms Geek Africa. This will include a sustainability framework that positions Ms. Geek Africa as a scalable continental platform capable of mobilizing partnerships, funding, and ecosystem support. This work package will focus on packaging the program as a structured initiative that can attract partners and donors, while also establishing a pan-African alumni ecosystem and post-program pathways that support participants beyond the competition.

Under Work Package 5, the contractor will carry out the following activities:

- Develop a sustainability model for the Ms. Geek Africa program that supports continuity, resource mobilisation, partnership engagement and longterm growth.

- Identify potential funding, partnership, and collaboration opportunities across public and private sector development partners, innovation ecosystems and philanthropic actors.
- Package the Ms. Geek Africa as a structured continental initiative for partnerships and ecosystem engagement.
- Recommend how Member States can support national calls for applications, local mobilisation, national bootcamps or preparatory sessions, mentorship, finalist preparation, alumni engagement, and post-competition support.
- Design and operationalise a pan-African Ms. Geek Alumni Network framework that fosters continued mentorship, peer learning, collaboration, visibility, opportunity and knowledge sharing.
- Develop tools to track alumni progress and maintain long-term engagement with innovation ecosystems, document alumni achievements, ventures, partnerships, and leadership pathways.
- Provide strategic recommendations for strengthening the positioning of Ms. Geek Africa as a continental pipeline for young female innovators and entrepreneurs.

Under Work Package 5, the contractor shall deliver the following:

- Ms Geek Africa Sustainability Model, covering programme continuity, resource mobilisation, partnership engagement, private sector participation, and long-term growth.
- Program packaging framework presenting Ms. Geek Africa as a structured initiative for partnership and resource mobilisation.
- Institutionalisation Framework for member states to embed Ms Geek Africa in their initiatives.
- A Pan-African alumni network framework & operational model describing the structure and engagement mechanisms for program participants.
- Alumni Tracking Tool for monitoring alumni progress, opportunities, achievements, and continued engagement.
- Final Strategic Recommendations for strengthening Ms Geek Africa's positioning, sustainability and long-term growth.

Timeline and Milestones

The consultancy will support the strengthening and structuring of the Ms. Geek Africa program for the 2026 and 2027 editions. Certain milestones, as laid out in the table below, are to be achieved during the contract term.

Work Package	Deadline	Deliverables
WP1: Landscape Analysis and Program Assessment	Month 1 (2026)	Inception Report, Landscape and Benchmarking Report, Program Assessment Report, Stakeholder and Ecosystem Mapping
WP2: Bootcamp Structure, Content, and	Month 1–2 (2026)	Ms. Geek Africa Program Delivery Model, Bootcamp Design Document, 14-Day Bootcamp Curriculum and Facilitation Guide, Mentorship and Coaching

Delivery Model Development		Framework, Pitching and Judging Framework, Operational Toolkit.
WP3: Bootcamp Delivery, Mentorship, and Pitch Preparation (2026 Edition)	Month 2–4 (2026)	Bootcamp Delivery Plan, Delivered Bootcamp Sessions, Participant Coaching and Progress Report, Pitch Preparation Report, Bootcamp Delivery Report.
WP4: Post-Competition Business and Market Linkages (2026 Edition)	Month 4–6 2026 (and ongoing throughout the assignment period)	Post-Competition Support Pathway, Business and Market Linkage Plan, Participant Opportunity Matching Framework, Prototype/MVP Continuation Support Guide, Post-Competition Tracking Tool.
WP5: Program Sustainability, Member States Ownership, and Alumni Network Operationalisation	From Month 6 onwards (continuous process)	Ms. Geek Africa Sustainability Model, Program Packaging Framework, Institutionalisation Framework for Member States, Pan-African Alumni Network Framework and Operational Model, Alumni Tracking Tool.
2027 Edition Advisory, Refinement, and Implementation Support	2027 Edition Cycle	Updated Program Frameworks incorporating lessons learned from the 2026 edition, Advisory Support for Bootcamp Implementation, Mentorship and Pitch Preparation Support, continued implementation of Post-Competition Business and Market Linkages, and ongoing Sustainability and Alumni Network operationalisation support.
Final Consolidation and Strategic Recommendations	Final 2 Months of Assignment	Consolidated Final Report, Strategic Recommendations for Programme Strengthening, Sustainability and Scaling Framework.

Period of assignment: from October 2026 until 30th April 2028.

3. Concept

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

Technical-methodological concept

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

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

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

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

Project management of the contractor (1.6)

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

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Securing the administrative conclusion of the project

4.6 Further Requirements (1.7)

The tenderer must describe how the following cross-cutting themes and innovation-related aspects will be integrated into the delivery of the consultancy. **This criterion carries a total of 10 points**, which will be assessed based on the clarity, relevance, feasibility, and level of detail of the proposed approaches for each aspect:

- **Gender equality – 2 points:** Demonstrate a clear and practical approach to integrating gender equality throughout the consultancy.
- **Youth empowerment – 1 point:** Demonstrate an approach to meaningful youth participation, engagement, and empowerment.
- **Safeguarding – 1 point:** Describe appropriate measures to identify, prevent, and address safeguarding risks during the consultancy.
- **Inclusion and accessibility – 1 point:** Demonstrate how inclusion and accessibility will be considered to enable meaningful participation of diverse and potentially marginalised groups.
- **Innovation development – 2 points:** Describe appropriate methodologies to support innovation development, including approaches for assessing the feasibility of proposed innovations and identifying relevant innovation opportunities.
- **Prototype validation – 1 point:** Describe a clear methodology for testing, validating, and refining prototypes based on user feedback and evidence.
- **Engagement with innovation ecosystems and partners – 2 points:** Describe a clear and practical approach to identifying and engaging relevant innovation ecosystems, stakeholders, and partners.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader (add the expertise aligned with the MsGeek delivery)

- Overall responsibility for the design, coordination, and implementation of the Ms. Geek Overall responsibility for the design, coordination, and quality assurance of the consultancy.
- Lead Work Package 1 (Landscape Analysis and Program Assessment) as well as Work Package 2 and 3.
- Oversee the development of the Ms. Geek Africa program architecture, including the bootcamp model and learning pathway.

- Coordinate with Smart Africa, GIZ, Member States, and ecosystem stakeholders.
- Supervise subcontracted experts delivering training, mentorship, and technical advisory services.
- Ensure alignment with the strategic objectives and long-term vision of Ms. Geek Africa.
- Contribute to reporting, knowledge products, and final strategic recommendations.

Qualifications of the team leader

- Education/training (2.1.1): Masters University degree in Technology, Business Administration, Project Management, Innovation, or related fields.
- Language (2.1.2): B2 English (5 points) and B2 French (5 points) required
- General professional experience (2.1.3): 8 years experience in programme management or innovation programme design.
- Specific professional experience (2.1.4): 5 years experience in designing or managing entrepreneurship, or technology programs (6 points), involving youth or women in technology(4 points).
- Leadership Experience (2.1.5): 5 years experience leadership experience as a manager or leading a company/firm.
- Regional experience (2.1.6): 2 experience working on multi-country or continental programmes in Africa across 2 or more African regions.
- Other (2.1.8): 3 years experience in Human-Centered Design (HCD)

Key expert 1 - Sustainability & Innovation Ecosystem Expert

Tasks of key expert 1

- Lead Work Package 3 (Sustainability Model and Alumni Ecosystem Development).
- Develop the Ms. Geek Africa sustainability and partnership strategy.
- Identify and engage innovation hubs, incubators, and ecosystem partners.
- Design the alumni network and post-program innovation support pathway.
- Support packaging Ms. Geek Africa as a continental initiative capable of mobilizing funding and partnerships.
- Coordinate subcontracted experts providing legal, financial, and technical advisory support.

Qualifications of key expert 1

- Education/training (2.2.1): Masters degree in Business Administration, Innovation Management, Entrepreneurship, or related fields.
- Language (2.2.2): B2 English (5 points) and B2 French (5 points) required
- General professional experience (2.2.3): 5 years experience in partnership development or innovation ecosystems, or entrepreneurship programmes.
- Specific professional experience (2.2.4): 5 years experience working with innovation hubs startup ecosystems incubators, or venture development initiatives.
- Regional experience (2.2.6): 2 years experience in African or multi-country programmes.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Strong team collaboration and initiative.
- Excellent communication and socio-cultural skills.
- Ability to work efficiently in interdisciplinary and multi-country contexts.
- Client- and partner-focused working approach.

Short-term expert pool with minimum 3, maximum 3 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool (Coaches)

- Deliver coaching and/ training in:
 - Technology and Design thinking (e.g AI, IoT, digital tools)
 - Business Model and Feasibility
 - Communication & Leadership
- Support participants in progressing from ideation to MVPs and ventures.
- Assist in evaluation of participants' learning outcomes and project readiness.
- Provide input for post-award coaching and incubation activities with and exception of the communication & Leadership coach

Qualifications of the short-term expert pool

- Education/training (2.6.1): University degree (Bachelor's or Master's) in relevant technical, business, or innovation fields.
- Language (2.6.2): English (5 points) and French (5 points) required
- General professional experience (2.6.3): 3 years experience in coaching, mentoring, or training in STEM/entrepreneurship programmes in Rwanda
- Specific professional experience (2.6.4): Experience in coaching or training in technology and innovation (e.g. digital technologies, design thinking) (4 points), entrepreneurship and business model development (3 points), and communication, leadership, or pitching skills (3 points) in Rwanda.
- Regional Experience (2.6.5): 5 years experience working in Rwanda.

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Specification of inputs

The price offer may contain only the cost items and quantities recorded in the present chapter.

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL				
Team Lead	1	60 days	60	
Designation of key expert 1	1	46	46	
Designation of short-term expert pool				
Short-term expert pool 1	3	36	108	Each short-term expert will be allocated 36 working days across both editions (18 days per edition), including 5 days for training content development, 10 days for training delivery, 1 day dedicated to the pitching competition in Kigali, and 2 days for final reporting.
Transport/Travel expenses	Quantity	Amount (EUR)	Total (EUR)	Comments
CO₂ compensation for air travel	1	720 EUR	720 EUR	A budget of EUR 720 is foreseen for CO ₂ compensation for air travel, covering an estimated eight one-way economy international flights (equivalent to four round trips to Rwanda). The compensation is calculated in accordance with GIZ rules and will be

				reimbursed based on supporting evidence.
Fixed Travel Budget	1	19.686,00 EUR	19.686,00 EUR	A total budget of EUR 19.686,00 has been earmarked for travel costs. This budget will cover the following items for the Team Lead and Expert 1 missions to Kigali: 4 flights, accommodation, per diems, Visa and local transportation. The Team Lead will travel for a total of 30 days across both editions (15 days per edition), while Expert 1 will travel for a total of 16 days across both editions (8 days per edition) to support partnerships and programme sustainability activities. The exact timing of the mission will be agreed upon with Smart Africa. All travel costs will be reimbursed against supporting evidence and in accordance with GIZ rules and regulations.
Other costs	Number	Price (EUR)	Total (EUR)	Comments
Flexible remuneration	1	4.000,00	4.000,00	A budget of EUR 4.000,00 is foreseen for flexible remuneration.
Subcontracts	1	20.000,00	20.000,00	A budget of EUR 20.000,00 is foreseen for subcontracts to the advisory firm with operational experts (such as legal, finance/operations, technical) post-competition. The reimbursed based on supporting evidence. The experts must be

				based in Rwanda or not be required to travel in order to work on the assignment
--	--	--	--	---

6. Inputs of GIZ or other actors.

Smart Africa and/or GIZ are expected to provide the following inputs to support the implementation of the consultancy:

- Provide access to existing program materials, reports, toolkits, and documentation from previous Ms. Geek Africa cycles, including materials from the 2025 edition, where available.
- Facilitate introductions and connections with relevant stakeholders, including Member State authorities, national focal points, innovation hubs, incubators, and ecosystem partners.
- Participate in and co-steer key workshops and program activities, including brainstorming sessions, bootcamp activities (virtual and in-person), pitching sessions, and award ceremonies.
- Support coordination meetings, review sessions, and validation of key deliverables and milestones throughout the consultancy period.
- Provide strategic guidance to ensure alignment with Smart Africa's digital transformation priorities and initiatives supporting youth, women, and STEM participation.
- Facilitate access to bootcamp facilities and logistical arrangements, including venue, catering, and interpretation services where required.
- Facilitate and cover costs related to finalist participation, including travel, accommodation, and other logistical arrangements, in accordance with program guidelines.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements, otherwise it is an inadmissible secondary offer that must be excluded from the procedure. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and

the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.