

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

CONFIDENTIAL

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Subject of the tender procedure:	Tender number:
Short-Term Expert Pool for regional integration, employment, and digital transformation in the EU Southern Neighbourhood	10046558

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List of abbreviations

AI	Artificial Intelligence
BMF	Bundesministerium der Finanzen (German Federal Ministry of Finance)
BMZ	<i>Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung</i> (German Federal Ministry for Economic Cooperation and Development)
BSO	Business Support Organisation
CEFR	Common European Framework of Reference for Languages
CERT	Computer Emergency Response Team
COP	Community of Practice
CSIRT	Computer Security Incident Response Team
DPI	Digital Public Infrastructure
DTSN	Digital Transformation in the Southern Neighbourhood
EC	European Commission
EMERG	Euro-Mediterranean Regulators Group
EU	European Union
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	Gesetz gegen Wettbewerbsbeschränkungen (German Act against Restraints of Competition)
ICT	Information and Communication Technologies
ISO	International Organization for Standardization
ITU	International Telecommunication Union
MENA	Middle East and North Africa
(M)SME	(Micro,) Small and Medium-sized Enterprise
NIS-2	EU Network and Information Security Directive 2

Subject of the tender procedure: Short-Term Expert Pool for regional integration, employment, and digital transformation in the EU Southern Neighbourhood



NIST	National Institute of Standards and Technology
NRA	National Regulatory Authority
STEP	Short-Term Expert Pool
TEI	Team Europe Initiative
ToR	Terms of Reference
UN DESA	United Nations Department of Economic and Social Affairs
UfM	Union for the Mediterranean
WP	Work Package

1. Context

1.1 Short description

Project:	UfM Hub for Jobs, Trade, Investment and Digital Transformation
Sector	Sustainable Economic Development, Employment, Digital Transformation
Strategic frame of reference	• BMZ Reform Plan “Shaping the Future Together Globally”. • BMZ Action Plan “Strong Partnerships for a Successful Global Economy”. • Regional Team Europe Initiative (TEI) „Jobs through Trade and Investment in the Southern Neighbourhood”. • EU Pact for the Mediterranean. • EU International Digital Strategy. • UfM Vision Statement.
Overall objective	The effectiveness of regional cooperation in the areas of employment, trade, investment and/or digital transformation within the framework of the Union for the Mediterranean is enhanced.
Core challenge	The potential for regional cooperation in the areas of employment, trade, investment and digital transformation remains untapped or is being utilised ineffectively.
Target groups	Micro, small and medium-sized enterprises (MSMEs) in the UfM region, particularly in Middle East and North Africa; Intermediaries: decision-makers from politics and business, as well as representatives of public authorities from UfM member states, particularly from the Middle East and North Africa (MENA), in the fields of employment, trade, investment and digital transformation.
Main partner institutions	Secretariat of the Union for the Mediterranean (UfM) National ministries and other public and private institutions responsible for trade, investment, employment and digital transformation policies.
Methodological approach	Through policy advice, capacity development measures, fostering of platform approaches amongst stakeholders and organisational development within the UfM Secretariat and other relevant institutions,

	the project strengthens jobs, trade, investment and digital transformation in the Mediterranean region.
Key outputs	1) Gender-sensitive cooperation, learning and exchange initiatives strengthen the implementation of political priorities in the UfM member states 2) Strengthening the organisational, technical and managerial capacities of the UfM Secretariat 3) Advancing the harmonisation of digital transformation
Duration	02/2026 – 01/2029

1.2 Background

Southern Mediterranean countries, which are all part of the European Union (EU) Southern Neighbourhood policy, face interconnected structural challenges related to economic integration, competitiveness and inclusive growth. Persistent barriers to trade and investment, high unemployment, particularly among young people and women, and skills mismatches continue to constrain sustainable economic development. At the same time, accelerating digital transformation is creating new opportunities while also increasing the need for effective governance, modern regulatory frameworks and digitally skilled workforces.

Regional cooperation plays an important role in addressing these challenges. The Union for the Mediterranean (UfM), bringing together all EU Member States, Southern Mediterranean countries as well as countries in the Western Balkans, provides a unique platform for policy dialogue, peer learning and the development of common regional approaches. Increasingly, regional cooperation complements bilateral initiatives by facilitating the exchange of experience, supporting regulatory convergence and promoting joint responses to shared economic and technological challenges.

Within this context, GIZ supports the EU, the German Government, the UfM and partner countries through regional interventions that strengthen cooperation in the areas of trade, investment, employment and digital transformation. Activities range from strategic policy advice and technical assistance to capacity development, stakeholder dialogue and the design and implementation of regional cooperation formats.

The implementation of these programmes requires flexible access to highly qualified international and regional expertise covering a broad range of technical, policy and facilitation competencies. Assignments vary considerably in thematic focus, duration and geographical scope, ranging from short analytical inputs and technical reviews to the design and facilitation of regional workshops, development of policy recommendations, institutional assessments and long-term advisory support.

The present tender therefore seeks to establish a Short-Term Expert Pool (STEP) through which GIZ can rapidly mobilise qualified experts to support programme implementation across its thematic work areas in a demand-driven and flexible manner.

1.3 The GIZ programme “UfM Hub”

GIZ UfM Hub

The GIZ programme **“UfM Hub for Jobs, Trade and Investment II”**, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the European Union, strengthens regional economic cooperation and policy dialogue across the Mediterranean by reinforcing the UfM as the principal regional platform for cooperation between European and Southern Mediterranean partner countries. The programme contributes to the implementation of the EU Pact for the Mediterranean and supports the regional Team Europe Initiative (TEI) “Jobs through Trade & Investment in the Southern Neighbourhood”, promoting structured exchange among governments, regional organisations, the private sector, financial institutions and other stakeholders. While the programme focuses on the UfM Member States in North Africa and the Middle East, EU Member States and the Western Balkans are actively involved in peer learning and the exchange of best practices. A further priority is strengthening the institutional capacities of the UfM Secretariat to enhance its role in facilitating regional cooperation.

The programme focuses on four core thematic areas:

- **Trade**, including trade facilitation, regional economic integration, standards and regulatory cooperation;
- **Investment**, including investment climate, promotion, value chains and private sector development;
- **Employment**, including labour market policies, skills development, entrepreneurship and job creation, with a focus on youth- and women employment.
- **Digital Transformation**, including digital and telecommunications regulation, as well as digital skills.

Activities combine regional policy dialogue, technical assistance, analytical work, peer learning, capacity development and multi-stakeholder cooperation.

Digital Transformation

In the area of Digital Transformation, the UfM Hub is co-financed by the EU to jointly implement, together with the GIZ Global Project “Partnerships for Strengthening Cybersecurity”, the regional Action “Digital Transformation in the Southern Neighbourhood (DTSN)”. The Action constitutes the first flagship initiative on digital transformation under the Pact for the Mediterranean, contributing to the implementation of the EU International Digital Strategy.

The Action covers the ten countries of the EU Southern Neighbourhood and combines regional and national implementation through three complementary components:

- **Component 1 – Digital and Telecommunications Regulation:** strengthening telecommunications and digital regulatory frameworks, supporting regulatory approximation with EU best practices, building institutional capacities of national regulatory

authorities and governments, and reinforcing regional cooperation through the Euro-Mediterranean Regulators Group (EMERG).

- **Component 2 – Cybersecurity:** strengthening cybersecurity governance, institutional capacities and operational cooperation through support to national authorities, Computer Security Incident Response Team (CSIRTs)/ Computer Emergency Response Team (CERTs) and regional cooperation mechanisms (implemented separately by the GIZ Global Project *Partnerships for Cybersecurity*).
- **Component 3 – Digital Skills:** strengthening digital skills ecosystems through the development of digital competence frameworks aligned with the European DigComp framework, capacity development for Business Support Organisations (BSOs) and SMEs, and regional peer learning and exchange.

It is likely that the range of thematic areas implemented by the UfM Hub will increase during the implementation phase, particularly in areas related to inclusive economic development and decent job creation in the MENA region.

2 Tasks to be performed by the contractor

The present tender seeks to establish a Short-Term Expert Pool (STEP) through which GIZ can rapidly mobilise qualified experts to support programme implementation across its thematic work areas in a demand-driven and flexible manner. The contractor shall recruit, contract and manage a pool of qualified short-term experts who can be mobilised rapidly to provide technical advisory services, analytical work, facilitation, capacity development and other specialised services required for programme implementation.

The contractor's services form part of the overall programme and shall therefore contribute to its strategic objectives through a flexible, demand-driven and results-oriented approach. Individual assignments will be commissioned by GIZ according to programme priorities and emerging needs. The contractor shall ensure the timely mobilisation of suitable experts and the quality of all services provided.

Services may include, inter alia:

- Technical advisory services and policy support;
- Studies, assessments and analytical work;
- Development of strategies, guidelines and methodologies;
- Capacity development, coaching and training;
- Facilitation and moderation of workshops, conferences and policy dialogues;
- Organisation and documentation of regional exchange formats;
- Knowledge management and communication products;
- Monitoring, evaluation and quality assurance support.

Assignments may take place remotely or on-site at regional or national level, primarily in the countries of the EU Southern Neighbourhood, EU Member States and other locations relevant to programme implementation.

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 and Indicators

The contractor is not responsible for the implementation of individual programme components or for achieving the programme results independently. Rather, the contractor contributes to the achievement of programme objectives through the provision of high-quality technical expertise in response to specific requests from GIZ.

The services provided under this contract contribute primarily to the following module objective of the GIZ UfM Hub programme:

Module Objective: *The effectiveness of regional cooperation in the areas of employment, trade, investment and digital transformation within the framework of the Union for the Mediterranean has increased.*

Depending on the individual assignments, expert inputs may contribute to one or more of the programme's module objective indicators:

- Implementation of regional cooperation measures in the areas of trade, investment, employment and digital transformation;
- Strengthened use of UfM regional cooperation formats by bilateral programmes and partner institutions;
- Increased effectiveness of the UfM as perceived by representatives of partner countries;
- Establishment and uptake of regionally harmonised digital skills qualification frameworks.

Digital Transformation: For assignments supporting the regional Action on Digital Transformation, expert services will contribute to the implementation of the Action's three thematic components:

- Component 1: Digital and Telecommunications Regulation;
- Component 2: Cybersecurity;
- Component 3: Digital Skills.

Depending on the assignment, services may contribute to the achievement of the corresponding outputs and indicators of the Logical Framework on Digital Transformation, including policy analysis and regulatory approximation, institutional capacity development, regional cooperation mechanisms, cybersecurity governance, and the development of digital skills and qualification frameworks.

Selected objectives and indicators on Digital Transformation

Objective	Selected indicators
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Output 1.1: Developed regulatory approximation of digital environments and electronic communications norms at regional level in line with EU best practices.	Number of countries with policy analyses and recommendations by the Action Number of representatives of countries made aware of policy/regulatory gaps and recommendations to address these gaps, disaggregated by national or regional event, sex, country and institution
Output 1.2: Improved capacities of NRAs to develop and implement conducive regulatory frameworks on telecommunications and digital markets.	Regulatory recommendations drafted Number of activities assisting member countries in the establishment of independent regulators
Output 1.3: Institutionalized sustainable EMERG network with defined services and consolidated structure.	Number of activities assisting member countries in the implementation of national regulatory reforms
Output 1.4: Enhanced capacities of government officials engaged in digital transformation.	Number of representatives of NRAs and concerned ministries participating in trainings Number of relevant stakeholders capable of developing, implementing and monitoring digital strategies
Output 2.1: Strengthened national legal frameworks and cybersecurity governance in line with international standards and frameworks for responsible state behaviour in cyberspace.	Increased awareness of decision-makers in public and private sector on cybersecurity, cyber norms and international law in cyberspace (scale 1-10) Number of draft national cyber strategies, action plans and/or policy documents considering EU best practice and standards
Output 2.2: Improved operational capacities, such as prevention, preparedness and response, for cyber incident management and inter-agency cooperation.	Number of incident response organisations and/or national CERTs created and/or further developed in the target countries. Extent to which the inter-agency cooperation has increased
Output 2.3: Established community of stakeholders for sharing best practices and	Number of formal or informal cyber information-sharing communities and networks created and/or enhanced that facilitate incident report

incident information at regional, trans-regional and international level.	sharing/early warning/mitigation of serious cyber incidents Extent to which best practice sharing on incident response at regional and international level has increased
Output 3.2: Improved quality of digital services related to digital skills for private sector support organizations and SMEs in cooperation with service multipliers.	Satisfaction level of stakeholders on quality of actions / recommendations proposed in regional framework Number of companies benefiting from the newly created framework.
Output 3.3: Developed and operational regional digital skills' platform, network, or group of practitioners.	Number of companies using platform (including women-led) Number of knowledge-sharing events
Output 3.4: Trained private sector service providers and established training networks for SMEs on digital skills.	Number of digital skills development trainings conducted (incl. for women) Number of trainers trained (incl. women)

2.3 Work Packages

The contractor shall establish and operate a STEP capable of:

- rapidly assessing and responding to technical support requests from GIZ;
- identifying, mobilising and managing qualified short-term experts;
- delivering high-quality, results-oriented technical assistance, analytical work and capacity development;
- ensuring quality assurance, knowledge management and reporting in accordance with GIZ standards.

Work shall be organised into the following interrelated Work Packages.

The milestones, outputs and implementation periods described below are indicative. Specific assignments, deliverables and timelines will be agreed between GIZ and the contractor based on partner needs on a rolling basis throughout the duration of the contract.

Work Package 1: Regional cooperation on Trade, Investment and Employment

This Work Package supports the implementation of the GIZ UfM Hub by providing technical expertise related to regional economic integration, employment and private sector development.

Indicative thematic areas include:

- Regional trade integration
- Specific advisory capacities in trade related aspects goods, trade facilitation, customs and border procedures;
- Investment climate reforms and investment promotion including competition policy,;
- Sustainable value chains and private sector development;
- SME competitiveness;
- Employment promotion and labour market policies, with a focus on youth- and women employment;
- Skills for employment and entrepreneurship;
- Green and digital economy;
- Regional policy dialogue and peer learning;
- Union for the Mediterranean processes and initiatives.

Indicative services include:

- Technical advisory services to governments, regulatory authorities and regional organisations across the three thematic clusters above.
- Regulatory, institutional and policy assessments, benchmarking and analytical studies.
- Development of policy recommendations, regulatory frameworks, strategies and action plans.
- Capacity development through coaching, study visits and trainings, incl. training-of-trainers programmes, for NRAs and government officials.
- Design and facilitation of workshops, expert meetings, policy dialogues and regional exchange formats, including in support of EMERG.
- Institutional strengthening support to EMERG and its working structures.
- Stakeholder engagement, consultation processes and multi-stakeholder dialogue.
- Development of technical guidance, methodologies, toolkits and knowledge products.

Indicative deliverables include studies, technical reports, workshop documentation, policy recommendations, training materials, presentations and action plans.

Milestones for work package 1	Delivery period
1 community of practice implemented	12 months after implementation start
2 conferences and high-level events moderated, including systematic follow up	12 months after implementation start
3 regional dialogues and workshops facilitated, including systematic follow up	12 months after implementation start
3 studies or policy papers completed	18 months after implementation start
5 technical reports completed	12 months after implementation start

5 different capacity development measures conducted, each with approx. 20 participants from UfM Member States	18 months after implementation start
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Work Package 2: Digital and Telecommunications Regulation

This Work Package supports Component 1 of the regional Action DTSN by providing technical expertise on telecommunications regulation, broader digital regulation and regional regulatory cooperation.

Indicative thematic areas include:

- Economic/Market Regulation: competition, licensing, market analysis, universal service, tariff and price regulation, broadband policy.
- Technical / Spectrum and Infrastructure Regulation: Spectrum management, numbering and number portability, infrastructure sharing, network resilience, critical digital infrastructure.
- Legal and Digital Regulatory Affairs: Digital governance, data protection and data sovereignty, AI governance, and legal/institutional matters relating to the EMERG. Cross-cutting digital transformation policies supporting innovation, investment and inclusive digital development.

Indicative services include:

- Technical advisory services to governments, regulatory authorities and regional organisations.
- Regulatory, institutional and policy assessments, benchmarking and analytical studies.
- Development of policy recommendations, regulatory frameworks, strategies and action plans.
- Capacity development through coaching, study visits and trainings, incl. training-of-trainers programmes.
- Design and facilitation of workshops, expert meetings, policy dialogues and regional exchange formats.
- Organisational development and institutional strengthening of partner organisations and regional networks.
- Stakeholder engagement, consultation processes and multi-stakeholder dialogue.
- Development of technical guidance, methodologies, toolkits and knowledge products.
- Preparation of communication materials, conference documentation and dissemination products.

Milestones for work package 2	Delivery period
5 expert inputs on telecommunications regulation provided	18 months after implementation start
3 policy analyses and recommendations	12 months after implementation start
100 country representatives made aware of policy/regulatory gaps and recommendations to address these gaps	18 months after implementation start

Work Package 3: Digital Skills

This Work Package supports Component 3 of the Regional Action by strengthening digital skills systems and regional cooperation on digital competence development with a focus on the demands of MSMEs and BSOs.

Indicative thematic areas include:

- National Digital Skills Strategies
- National and regional digital skills demand assessments;
- Digital skills for SMEs and BSOs
- National and Regional competence and qualification frameworks;
- European DigComp Framework;
- Skills recognition and comparability (between Southern Neighbourhood countries and between SN Countries and EU countries);
- Workforce development;
- Digital upskilling and reskilling;
- Private sector engagement;
- Digital labour market intelligence;
- Regional cooperation and peer learning.

Indicative services include:

- demand assessments and mapping exercises;
- advisory services with private sector target group (BSOs and MSMEs) on digital skills
- technical advice on digital skills policies;
- trend analysis on regional digital skills-related developments
- development of competence and qualification frameworks;
- curriculum development for digital skills-related trainings;
- design and delivery of training-of-trainers and similar capacity building programmes;
- facilitation of regional exchange with public and private stakeholders including via communities of practice (COP) and similar exchange platforms;
- preparation of guidance documents, toolkits, policy briefs, training reports and similar products.

Indicative deliverables include assessments, digital skills frameworks, methodological guidance, training materials, workshop documentation, action plans, monitoring tools and regional knowledge products.

Milestones for work package 3	Delivery period
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3 demand assessments on digital skills for private sector conducted	18 months after implementation start
5 exchange formats on digital skills supported	18 months after implementation start
One long-term regional exchange platform supported and facilitated	12 months after implementation start
5 ToT-Formats developed and facilitated	18 months after implementation start

Work Package 4: Cyber Security

This Work Package supports Component 2 of the Regional Action by improving the national prevention, preparedness and response of relevant stakeholders with regards to cyber threats.

Indicative thematic areas include:

- National cyber security strategies
- National cyber security regulation, including for critical infrastructure sectors
- International regulatory and industry standards (e.g. EU Network and Information Security Directive 2 (NIS-2), National Institute of Standards and Technology (NIST), National Institute of Standards and Technology (ISO))
- Technical and organisational development of incident response organisations
- Capacity development of officials in cybersecurity agencies and CSIRTs
- Information sharing, peer learning and cyber drills
- Cyber diplomacy and international cooperation

Indicative services include:

- Technical advisory services to governments, cybersecurity and regulatory authorities and CSIRTs.
- Regulatory, institutional and policy assessments, benchmarking and analytical studies.
- Development of policy recommendations, regulatory frameworks, strategies and action plans.
- Capacity development through trainings, drills, study visits, incl. training-of-trainers programmes.
- Design and facilitation of workshops, expert meetings, policy dialogues and regional exchange formats.
- Maturity assessments, organisational development and institutional strengthening of partner organisations
- Stakeholder engagement, consultation processes and multi-stakeholder dialogue on national and multilateral level
- Development of technical guidance, methodologies, information sharing protocols, toolkits and knowledge products.
- Preparation of communication materials, conference documentation and dissemination products.
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Milestones for work package 4	Delivery period
3 expert inputs on cybersecurity regulation and policy provided	18 months after implementation start
2 policy analyses and recommendations	12 months after implementation start
2 organisational development initiatives with CSIRTs implemented	20 months after implementation start

2.4 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.
- For each assignment request, the contractor shall identify and propose at least two suitable experts based on the required profile within three working days. Experts may be drawn from the pool presented in the tender or, where necessary, from additional experts mobilised during implementation. In justified cases, GIZ may suggest individual experts based on previous assignments or specialised expertise relevant to the requested services. The contractor remains responsible for the mobilisation and contractual management of all experts.

Requirements on materials and equipment and operating costs:

- not applicable -

Requirements on expenditure management and cost control:

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

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:

- Overview about experts mobilised and activities implemented
- Results that have occurred in the contractor's sphere of responsibility
- Contribution of each assignment to the objectives, indicators and milestones listed in section 2.2 of these ToRs and/or provided for each specific request
- financial overview of services provided;
- contribution of activities to programme objectives and indicators where applicable;
- risks, implementation challenges and recommendations

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: 1 month after the start of the contract duration (7 – 10 pages)
- Quarterly interim report(s) on the implementation status of the project (5-7 pages)
- Draft final report on 31.12.2028.
- Final report on 31.01.2029.

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.

Requirements for company-wide learning, knowledge and innovation:

- not applicable -

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.

2.5 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.

2.6 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:

- Ensuring balanced representation of women and men when proposing experts for assignments, where suitable profiles are available.
- Promoting balanced participation of women and men in workshops, trainings, study visits and other capacity development activities.
- Taking into account gender-specific barriers and needs when designing advisory services, training formats and learning materials.
- Using gender-sensitive and inclusive communication and language in all deliverables and events.
- Where relevant, integrating examples, data or policy considerations related to women's participation in trade, employment, entrepreneurship and the digital economy.
- Environmental protection and climate action (climate change mitigation/adaptation):
 - Prioritising virtual and hybrid formats where appropriate to reduce travel-related emissions.
 - Planning travel efficiently and combining missions where feasible.
 - Minimising paper consumption through digital documentation and communication.
 - Where technically relevant, considering resource efficiency, green digitalisation and environmental sustainability in technical advice and policy dialogue.
- Conflict and context sensitivity:
 - Adapting advisory services and capacity development activities to the political and institutional context of partner countries.
 - Ensuring impartial and inclusive engagement with relevant stakeholders while respecting national ownership.
 - Assessing potential conflict sensitivities when organising regional exchange formats and selecting participants.
 - Ensuring that regional cooperation activities foster dialogue and confidence-building without exacerbating existing political sensitivities.
 - Applying appropriate data protection and information security practices when handling sensitive information
- Human rights:
 - Ensuring that technical advice is consistent with internationally recognised human rights principles, including privacy, non-discrimination and freedom of expression, where relevant to the assignment.
 - Taking due account of potential human rights implications when providing advice on digital and telecommunications regulation, cybersecurity or digital governance, and avoiding recommendations that could facilitate disproportionate restrictions on fundamental rights.
 - Promoting transparent, accountable and inclusive approaches to policy development and institutional strengthening.
 - Ensuring that capacity development activities are accessible and non-discriminatory, taking into account the participation of women and vulnerable groups where relevant.

- Applying appropriate safeguards for the handling of personal and confidential information throughout the implementation of assignments.

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.

The tenderer should avoid repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

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), including by:

- Providing 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.

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, 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.

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)

- Not applicable -

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 2.6).

Environmental protection and climate action

The tenderer is required to outline in the tender how it can minimise the environmental footprint of its activities (in particular travel-related emissions) and how it can integrate climate and resource-efficiency considerations into technical advice and policy dialogue where relevant (see also relevant requirements in section 2.6).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.6).

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 2.6).

Requirement: 'Gender equality':	2 points out of 10 (maximum)
Requirement: 'Environmental and climate action':	1 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	4 points out of 10 (maximum)
Requirement: 'Human rights':	3 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. The tenderer shall in particular lay out the strategy for identifying and selecting appropriate short-term experts in a short amount of time to provide the services requested as described in section 2.

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)

– Not applicable –

3.4.4 Monitoring (section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project or the partner are met (see section 2). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated.

3.5 Further requirements (section 1.5 of the assessment grid)

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for backstopping, covering both technical and administrative aspects.

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 should ensure that the team is well-balanced with respect to countries of origin and gender. This requirement is not part of the points-based technical assessment described below and will not be scored; it applies as a standing obligation throughout contract implementation.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment. Where more than one requirement is provided for a given qualification, the weighing is either specified or, in case of no specification, the requirements are weighed equally.

‘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: STEP Manager with international experience (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1 (team leader / pool manager):

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ
- Act as primary point of contact for the GIZ project for any expert assignment request
- Support the preparation of ToR for individual short-term assignments, in direct cooperation with the GIZ staff in charge
- Identify and propose suitable expert profiles for each short-term expert assignment
- Support the short-term experts in their work and ensure quality of the results of their work
- Promote cooperation between the short-term experts, the GIZ project, and the partners
- Administrative processing of the short-term assignments
- Monitoring and evaluation of the short-term expert assignments.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Regular reporting in accordance with deadlines
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 1 team leader / pool manager:

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in the fields of economics, business development, international law, or international relations.
Language (section 2.1.2 of the assessment grid):	Excellent knowledge of written and spoken English, C2 in the Common European Framework of Reference for Languages (5/10 points) Effective operational proficiency in French, C1 in the Common European Framework of Reference for Languages (5/10)
General professional experience (section 2.1.3 of the assessment grid):	5 years of professional experience in project management in international consultancy services related to economic policy, regional integration, or digital transformation, acquired within the last 8 years
Specific professional experience (section 2.1.4 of the assessment grid):	• 2 previous projects on regional cooperation related to economic or digital policy as team leader or project manager, within the last 10 years (5/10 points) • 3 previous projects managing expert pools with 5 or more experts, within the last 5 years (5/10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	2 years' experience in managing consulting contracts with budgets above 100.000 EUR, including quality control of outputs, negotiations with experts, and drafting of ToR and reports.
International professional experience outside the country/region of assignment	- Not applicable -

(section 2.1.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	• 2 years of professional experience in projects related to North Africa (5/10 points) • 2 years in projects related to West Asia/Middle East (5/10 points) in accordance with UN DESA Statistics Division
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	- not applicable -

Expert 2: Senior Short-Term Expert Pool (STEP 1) with 8 up to 10 experts with international experience (section 2.2 of the assessment grid)

A CV for each expert must be added to the tender. 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.

- 2 Experts in international trade, investment, and regional integration
- 2 Experts in telecommunications regulation
- 1 Expert in digital regulation and policy
- 2 Experts in digital skills and qualifications frameworks
- 1 Expert in institutional development
- 1 Expert in facilitating regional policy dialogue
- 1 Expert in cybersecurity

The profiles above describe the thematic coverage required of the pool as a whole. Where an expert's qualifications and experience evidence more than one profile, that expert may be counted against each profile they cover as indicated in the respective CV, so that a pool of as few as 8 experts can satisfy all profiles listed above.

Tasks of Expert 2 (STEP 1)

- Lead and deliver complex technical advisory assignments under one or more of the work packages specified in Section 2, including the preparation of high-level analytical outputs, policy recommendations and implementation concepts.
- Design and facilitate strategic policy dialogue, technical workshops, peer-learning formats and high-level stakeholder consultations at national and regional level.
- Provide specialised technical expertise, quality assurance and methodological guidance for complex assignments, including mentoring of junior experts where appropriate.
- Advise GIZ and partner institutions on the identification, design and implementation of tailored technical assistance and capacity development measures.
- Prepare high-quality technical reports, policy papers, guidance documents and other knowledge products in line with GIZ quality standards.

Qualifications of Expert 2 (STEP 1).

Education/training (section 2.2.1 of the assessment grid):	• 4 experts, each with a postgraduate degree in economics, trade, investment, employment or business development (4/10) • 2 experts, each with a postgraduate degree related to Private Sector Development, skills development, qualifications frameworks or labour market development (2/10) • 2 experts, each with a postgraduate degree in law, telecommunications regulation or digital policy (2/10) • 1 expert with a postgraduate degree relevant to institutional development, organisational governance or public administration (1/10) • 1 expert with a postgraduate degree relevant to cybersecurity, information security or a related technical field (1/10)
Language (section 2.2.2 of the assessment grid):	• All experts with English, C1-level in CEFR (4/10) • 5 experts with French, C1-level CEFR (3/10) • 3 experts with Arabic, C1-level CEFR (3/10)
General professional experience (section 2.2.3 of the assessment grid):	All experts with 8 years of professional experience within the last 10 years, in advisory services related to one of the following thematic areas: • 2 experts in trade and economic integration (2/10) • 2 experts in telecommunications regulation (2/10) • 1 expert in digital regulation and policy (1/10) • 2 experts on digital skills and qualifications frameworks (2/10) • 1 expert in institutional development of international organisations (1/10) • 1 expert in facilitating regional policy dialogue (1/10) • 1 expert in cybersecurity (1/10)
Specific professional experience (section 2.2.4 of the assessment grid):	• 2 experts, each with 5 years of professional experience advising governments or international organisations on regional economic integration, including the negotiation, implementation or technical application of regional trade agreements, trade facilitation or regulatory convergence. (2/10). • 2 experts, each with 5 years of professional experience advising governments, national regulatory authorities and telecommunications operators on telecommunications regulation, in two of the following areas: spectrum management, licensing, market competition, universal service, infrastructure sharing, numbering and number portability, or quality of service. (1/10) • 1 expert with 5 years of professional experience advising national authorities and international organisations on digital regulation, digital policy or digital governance, including areas such as artificial intelligence, data governance, digital

	public infrastructure, platform regulation or cross-border data flows. (1/10) • 1 expert with 5 years of professional experience designing and delivering capacity development programmes on digital skills for private sector organisations, BSOs, SMEs or entrepreneurship ecosystems. (1/10) • 1 expert with 5 years of professional experience advising governments or international organisations on qualifications frameworks or regional comparability, and skills demand assessments. (1/10) • 1 expert with 5 years of professional experience in institutional development of regional or international organisations (design of governance arrangements, service portfolios or sustainability strategies). (1/10) • 1 expert with 5 years of professional experience in designing, facilitating and moderating regional policy dialogue and technical exchange formats involving governments in MENA, including both high-level policy meetings and technical working groups. (1/10) • 1 expert with 5 years of professional experience providing advisory services to governments, national cybersecurity authorities or national CSIRTs on one of the following: development and implementation of national cybersecurity strategies, cybersecurity legislation and regulatory frameworks (including sector-specific regulation for critical infrastructure protection), institutional strengthening of CSIRTs, cybersecurity maturity assessments, or development of threat intelligence and incident response capabilities. (1/10) • 3 experts, each with 3 years of professional experience working on preparation or implementation of regional cooperation initiatives with EU institutions or regional organisations in MENA. (1/10)
Leadership/management experience (section 2.2.5 of the assessment grid):	• 5 experts, each with 3 years of experience managing technical advisory assignments, studies or workstreams
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	- not applicable -
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	• 6 experts, each with 3 years of professional experience in North Africa (according to the UN DESA Statistics Division classification) (5/10) • 6 experts, each with 3 years of professional experience in West Asia / Middle East (according to the UN DESA Statistics Division classification) (5/10) •
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	All experts with 5 years of experience in international development cooperation projects.

Other (section 2.2.9 of the assessment grid):	- not applicable -
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Expert 3: Junior Short-Term Expert Pool (STEP 2) with 8 experts

- 1 Expert in international trade, investment, and regional integration
- 1 Expert in telecommunications regulation
- 1 Expert in digital regulation and policy
- 1 Expert in digital skills and qualifications frameworks
- 1 Expert in capacity development in entrepreneurship-related fields
- 1 Expert in regional policy dialogue
- 1 Expert in moderation and meeting facilitation
- 1 Expert in Cybersecurity

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. For each assignment, the contractor will propose at least 2 experts for GIZ to approve based on the ToR and expert CVs.

Tasks of STEP 2:

- Deliver technical advisory services and analytical support under one or more of the work packages specified in Section 2, under the guidance of senior experts or GIZ where appropriate.
- Support the preparation and implementation of studies, technical analyses, workshops, trainings, peer-learning activities and stakeholder consultations.
- Contribute to the drafting of technical documents, presentations, training materials, meeting reports and other project outputs.
- Conduct research, data collection, benchmarking and background analyses to support technical assistance and policy dialogue activities.
- Support the coordination and implementation of assignments, including communication with partners, logistical preparation of activities and follow-up of agreed actions.

Qualifications of the expert pool

Education/training:	• All experts with a post-graduate university degree (Master's or comparable) in international economics, international law, international relations, digital technologies, engineering, education, public administration, business administration or another discipline relevant to the assignment • 1 expert with postgraduate degree in law specialized in telecommunications law • 1 expert with a postgraduate degree in digital policy, telecommunications, or ICT • 2 experts, each with a postgraduate degree in economics, trade, or investment • 1 expert with a postgraduate degree related to education, skills development, qualifications frameworks
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Language:	All experts with knowledge of English, C1-level in CEFR and either one of the following: • French, C1-level CEFR • Arabic, C1-level CEFR
General professional experience:	• All experts each with 3 years of professional experience within the last 5 years, in advisory services related to one of the following thematic areas: economic integration, education and skills development, digital regulation and policy, cybersecurity, event moderation.
Specific professional experience:	• 1 expert with 3 years of professional experience advising governments, international organisations or private sector organisations on regional economic cooperation, trade, investment or trade facilitation. • 1 expert with 3 years of professional experience on telecommunications regulation assignments, including work related to spectrum management, licensing, market regulation, competition, infrastructure sharing or regulatory analysis. • 1 expert with 3 years of professional experience supporting digital regulation, digital policy or digital governance assignments, including areas such as data governance, digital public services, artificial intelligence or digital transformation. • 1 expert with 3 years of professional experience designing or delivering digital skills, qualifications framework or workforce development initiatives for public institutions, BSOs, SMEs or training providers. • 1 expert with 3 years of professional experience designing and delivering capacity development, policy dialogue or institutional strengthening assignments involving public institutions, private sector organisations or international organisations. • 1 expert with 2 year of professional experience working with EU institutions or regional organisations in North Africa or West Asia / Middle East, including the implementation of regional cooperation initiatives. • 1 expert with 3 years of professional experience designing and facilitating participatory workshops, multi-stakeholder dialogues, peer-learning formats or training events, including moderation of regional or international conferences, workshops or technical exchange activities. • 1 expert with 3 years of professional experience supporting governments, national cybersecurity authorities, CSIRTs/CERTs and/or international organisations in the implementation of cybersecurity governance measures, including activities related to national cybersecurity strategies, cybersecurity policies or legislation, institutional strengthening of CSIRTs/CERTs, cybersecurity awareness, cyber capacity development, cyber exercises, incident response, threat intelligence, or cybersecurity maturity assessments.

Leadership/management experience:	- not applicable -
International professional experience outside the country/region of assignment:	- not applicable -
Professional experience in the country/ region of assignment:	• 3 experts, each with 1 year of professional experience in North Africa (according to the UN DESA Statistics Division classification). • 3 experts, each with 1 year of professional experience in West Asia / Middle East (according to the UN DESA Statistics Division classification). • 2 experts, each with 6 months of professional experience in at least two different countries across North Africa and/or West Asia / Middle East.
Experience in the field of development cooperation:	5 experts, each with 2 years of experience in international development cooperation projects.
Other:	- not applicable -

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 specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is

part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services 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. The number of expert days in the country of assignment as well as the number of flights will be determined during the contract period.

Expert	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)
Expert 1: Team Leader / Pool Manager	40	No
Expert 2: STEP 1	217	No
Expert 3: STEP 2	230	No

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ 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 CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO₂ 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

Travel expense budget: EUR 50.000

Budget for CO₂ offsets for flights: *EUR 5.000*. An unalterable budget for CO₂ offsets for settlement against evidence is specified.

As the number, duration and destinations of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all experts is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs
- Ancillary travel expenses (visa, etc.)

The costs are reimbursed as a lump sum (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 (see <https://www.bundesfinanzministerium.de>), or on presentation of evidence (airfares and other main transport costs).

Notes on the settlement of accommodation allowances outside Germany:

- Accommodation allowances up to 75% of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **on a lump-sum basis**.
- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **in the amount evidenced**.
- 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**.

Notes on the settlement of accommodation allowances in Germany:

- Accommodation allowances up to EUR 80.00 will be reimbursed **on a lump-sum basis**.
- Accommodation allowances between EUR 80.00 and EUR 130.00 will be reimbursed **in the amount evidenced**.
- Overnight accommodation allowances that unavoidably exceed EUR 130.00 can be settled only in exceptional cases (e.g. trade fairs) **in the amount evidenced** and subject to a EUR 250.00 limit. A written individual justification must be provided.

All travel activities must be agreed in advance with the project manager. Given the security-related conditions in several partner countries, travel must additionally comply with the

applicable regulations of the responsible GIZ country office, coordinated by the GIZ project team as necessary. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

– Not applicable –

5.5 Operating costs in the country of assignment

– Not applicable –

The experts will conduct short-term assignments that do not require costs for offices, vehicles or similar items. Depending on the assignment, the project and/or partners will provide office space or other relevant infrastructure, if necessary.

5.6 Workshops, education and training

Workshop budget: EUR 20.000

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

- 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

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 52,000

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 must 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)

GIZ can exercise the following options if it wishes to expand the tendered services. This is described in detail below.

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)

- not applicable -

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

- not applicable -