

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

CONFIDENTIAL

Project title: TUMI Just Mobility	Processing number:
Country: Global	G-012338-001
Subject of the tender procedure: Feasibility Study for an African Railway Competence Centre	Internal order:
	12338030000
	Tender number:
	10023631

0. List of abbreviations	2
1. Context.....	3
2. Tasks to be performed by the contractor	5
2.1 Term	5
2.2 Objectives, indicators, work packages, milestones	5
2.3 Project and knowledge management requirements	16
2.4 Data protection and information security	17
2.5 Other requirements	17
3. Technical-methodological concept.....	19
3.1 Interpretation of objectives (section 1.1 of the assessment grid).....	19
3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)	20
3.3 Strategy (section 1.3 of the assessment grid).....	20
3.4 Project management (section 1.4 of the assessment grid)	22
3.5 Further requirements(section 1.5 of the assessment grid)	23
4. Personnel.....	23
5. Costing requirements	31
5.1 Assignment of experts	31
5.2 National administrative staff	31
5.3 Travel expenses	32
5.4 Materials and equipment	33
5.5 Operating costs in the country of assignment	33
5.6 Workshops, education and training	33
5.7 Local contributions	33
5.8 Other costs.....	33
5.9 Flexible remuneration item	33
6. Requirements on the format of the tender	34
7. Options or follow-on contract	34
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)	34
7.2 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)	35

0. List of abbreviations

ACQF	African Continental Qualifications Framework
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AuV	<i>Auftragsverarbeitung</i> Outsourcing of data processing
BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i> Federal Ministry for Economic Cooperation and Development
CAPEX	Capital Expenditures
ERTMS	European Rail Traffic Management System
EU	European Union
GDPR	General Data Protection Regulation
ILO	International Labour Organisation
MOOC	Massive Open Online Course
OPEX	Operational Expenditures
PPP	Public Private Partnership
RCC	Rail Transport Competence Centre
ToRs	Terms of reference
ToT	Trainer-of-Trainers
TUMI	Transformative Urban Mobility Initiative
TVET	Technical Vocational Education and Training

1. Context

Rail transport is a key driver of economic development in Africa. It plays a central role in overcoming the immense logistical and mobility challenges of the continent, which is characterised by long distances and often lacking or dilapidated infrastructure. This applies to inner-city rail transport systems as well as regional and long-distance transport, and in particular to freight transport. The construction and operation of railway lines not only create jobs in the transport sector itself but also promotes economic development along the corridors. Improved connections enable companies and people to settle along the corridors. Rail networks are essential for connecting landlocked countries with seaports, thereby ensuring access to international markets. Historically, many African railways were primarily used to transport raw materials from mining areas to the coast. However, modern projects are increasingly aimed at regional integration along transport and trade corridors, which should significantly boost economic development and intra-African trade, which is still low compared to other continents. The shift from road to rail transport is having a strong positive impact on the climate in the short term. Rail transport is generally more cost-effective and energy-efficient than road transport, especially for bulk goods (such as minerals, agricultural products and containers). This reduces transport costs, makes local products more competitive and facilitates the emergence of regional value chains.

In addition to long-distance rail transport, local rail-based public transport (such as regional trains and suburban railways) is also a cornerstone of sustainable and efficient urban development worldwide. It offers a high-capacity and reliable alternative to private transport, reduces traffic congestion, lowers CO₂ emissions and thus improves air quality. By connecting residential and work centres, it promotes economic productivity and enables social participation for all sections of the population. In African megacities in particular in southern and eastern Africa, the expansion of rail networks can not only drastically reduce daily commuting times and alleviate chronic road congestion but also serve as a structural guide for urban planning. By providing a reliable mass transport system, it is a crucial factor in the resilience and future competitiveness of these rapidly growing urban centres on the continent. In order to ensure the ambitious expansion plans and the sustainable use of the infrastructure, the establishment of training centres is necessary.

The **African Development Bank's (AfDB) new strategic direction** highlights in Cardinal Point 3 – “Harnessing Demographic Transformation for Economic Development” – that the future of Africa's economic growth hinges on building talent and Africa's young, fast-growing population is a driver for sustainable growth. The Bank's Ten-Year Strategy (2024–2033) emphasizes investing in youth skills, technical and vocational education (TVET), and leadership development to transform the demographic dividend into economic productivity, particularly in sectors like infrastructure and industrialization. The strategy underscores regional integration, gender equality, and climate-resilient infrastructure as cross-cutting priorities, ensuring that training programs align with Africa's industrialization goals and the African Continental Free Trade Area (AfCFTA) to create jobs and foster inclusive growth. For the railway sector, this means prioritizing locally tailored, skills-based training that supports both technical expertise and leadership in railway management, while ensuring alignment with broader regional and climate-resilient infrastructure goals.

GIZ's global project "**Transforming Urban Mobility Initiative (TUMI) Just Mobility**" aims to promote the positive potential of sustainable mobility solutions for economic and social development. It is being carried out on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the European Union (EU). The project promotes

concepts and measures to advance a globally equitable transport transition. To this end, it is active in the following areas: It advises and supports cities worldwide in implementing measures for climate-friendly and equitable transport systems. Through the "MoVe Yaoundé" component, which is co-financed by the EU, it improves environmentally friendly mobility options in Yaoundé, the capital of Cameroon. With the 'Sustainable Urban Mobility in the Costa Rica Metropolitan Area' component, which is also co-financed by the EU, it promotes low-emission, safe and inclusive mobility for the Costa Rica Metropolitan Area. Through the international alliance MobiliseYourCity, it supports cities and countries worldwide in developing urban mobility strategies and plans. The alliance facilitates knowledge transfer, promotes best practices and supports cities and countries in implementing environmentally friendly mobility. It promotes cross-sectoral expertise on a fair mobility transition through knowledge products and training for decision-makers. Gender equality and inclusion are cross-cutting principles that TUMI promotes in its work. In line with the feminist development policy of the Federal Ministry for Economic Cooperation and Development and relevant European Union gender policies, the measure applies a gender-responsive and inclusive approach. This includes promoting equitable access to skills development, employment opportunities, and private-sector cooperation in the rail sector for women and other under-represented groups, while addressing structural barriers to participation.

GIZ and the AfDB collaborate in an initiative to **build inclusive training capacities and employment opportunities for all areas of rail transport**, with particular attention to increasing the participation of women and other under-represented groups in skilled rail professions. Many African countries regularly lack well-trained personnel for the construction, operation, maintenance and management of modern rail networks. Without local expertise, there is a risk that dependence on foreign personnel and services will continue. Without targeted measures, skills development and employment in the rail sector risk reinforcing existing structural inequalities. The establishment of Rail Transport Competence Centres therefore requires deliberate gender-responsive and inclusive design to ensure that new capacities and employment opportunities are accessible to a diverse workforce. Training centres, often in cooperation with international partners, are key to building these capacities. They offer specialized technical and operational training for example for train drivers, construction and maintenance technicians, signal technicians and railway managers. A local labour market in the railway sector ensures the long-term maintenance of the infrastructure and its adaptation to local conditions. This is crucial to securing the longevity and efficiency of investments and thus realising the full economic benefits for African countries.

A strong and growing rail sector on the African continent represents an **opportunity for European companies**. European companies cover the entire value chain, from large-scale turnkey projects to specialised suppliers. An industry dialogue will serve as a sounding board for this study and create dedicated business-oriented platforms for structured exchange between European and African public and private stakeholders.

This study addresses a particularly pressing challenge in the development and sustainability of railways in Africa. Specifically, this involves the implementation of

- a) a feasibility study on the establishment of rail transport competence centres in Africa
- b) the development and piloting of initial training courses on the subject of rail transport
- c) an industry dialogue between the European rail industry and representatives from Africa

2. Tasks to be performed by the contractor

2.1 Term

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

2.2 Objectives, indicators, work packages, milestones

The contractor is responsible for the realisation of a feasibility study on the establishment of rail transport competence centres in Africa and the development and piloting of initial training courses on the subject of rail transport. The contractor will contribute to an industrial dialogue between the European railway industry and representatives from Africa.

The objectives of the study:

- Stakeholders that could significantly contribute to the achievement of the objectives and/or participate in an industry dialogue are identified.
- Labour market demand as well as skills gaps are assessed considering current and future skills needed for the modernisation and development of the railway network in Africa.
- The technical, financial, and operational feasibility of one or more sustainable Rail Transport Competence Centres (RCCs) in Africa is assessed including a governance model and conditions for long-term viability and development of a strategic plan taking into account financial and operations considerations.
- Relevant training programs and curricula across all professional qualification levels are developed or modernized.
- A strategic plan taking into account financial and operations considerations has been developed.
- Pilot trainings are implemented

The contractor contributes to the following objectives, indicators and outputs of GIZ's global project **"TUMI Just Mobility"**.

Module objective.

Just and climate-friendly mobility in selected cities is strengthened.

Module objective indicator

- 2: There are three cases of multilateral or European cooperation between two or more countries or their implementing organisations for a globally just mobility transition.

- 3: Four international organisations or multilateral bodies refer to a comprehensive understanding of the "globally just mobility transition", including gender equality in particular.

Output 2: Cooperation between German development cooperation actors and European and multilateral public and private partners on a globally equitable transport transition has been strengthened

Output indicators:

- 2.2 Learning and implementation experiences from multilateral joint measures or starting points for private sector activities are shared in 11 events, including 5 expert exchanges, 6 exchanges with political partners, international donors, implementing organisations with development cooperation partner countries and the private sector.

Output 3: Cross-sector expertise for the transition to a socially and gender-equitable, climate-neutral social and economic order is made available to international and local decision-makers in the transport sector.

Output indicators:

- 3.2 50 decision-makers and professionals from 10 partner institutions in at least 5 countries confirm that they have acquired technical and planning knowledge through the project's training formats on key aspects of a globally just mobility transition, including at least 30 women and/or people from marginalised groups. The contractor is responsible for providing the following work packages and for achieving the corresponding milestones.

Work package 1: Data Collection & Market Analysis: Anticipating and Matching Skills and Jobs in the Railway Sector

The objective of this Work Package is to address the following topics / questions:

- a) **Skills Demand:** assess current and future workforce and skills needs of the African railway sector, answering (1) how many jobs are involved, now and into the future (4 – 15 years) and (2) the sorts of skills that people on different qualification levels will need to be successful in these jobs (3) what training and education is required, now and into the future?
- b) **Skills Supply:** assess the available (qualified) workforce for the railway sector in Africa; analyse the current and planned vocational and academic railway training offer in Africa by mapping existing training providers and programmes and assessing their capacity and relevance.
- c) **Skills Gaps:** Based on a comparative assessment of supply and demand, the contractor shall identify geographic, qualification specific, institutional, and capacity-related gaps and derive a clear rationale for potential regional or sub-regional training solutions.

Methodology: Please suggest an adequate methodology to answer these questions based on the International Labour Organisation (ILO) publication "Working at Sectoral Level: Guide to anticipating and matching skills and jobs, Volume 3 (2016)" using primarily approaches such as:

- desk-based analysis, using secondary data, including sectoral studies and other industry research;
- interviews, focus groups, round tables and / or surveys of opinion directed at employers (or other groups)
- in-depth case studies, which often use a combination of both qualitative and quantitative methods.

The contractor shall present the proposed methodology and seek approval from GIZ and AfDB.

The contractor shall:

- Conduct a thorough analysis of the **sector position and outlook**:
 - o Revise the infrastructure mapping provided by GIZ and analyse current and planned railway infrastructure, operations, and rolling stock across Africa.
 - o Identify drivers of change in the sector including technology (recognising the potential of the latter to be disruptive), ownership of companies and competition;
 - o Consider international competitiveness, supply chain, clusters and;
 - o scenarios for the further development of the sector and potential for European companies supporting the transformation.
- **Jobs and Skills Demand**: assess the Needs in the African railway labour market. The objective is to determine the labour market needs (jobs and skills) on short (2030), medium, (2035) and long-term (2040 and beyond) based on existing demand and demand forecasted from railway projects in implementation or planned including freight and passenger railways as well as regional and urban systems.
 - o Develop a methodology for the analysis of labour market needs in the sector using the International Labour Organisation (ILO) publication mentioned above. The analysis shall combine qualitative and quantitative methods consisting, among others, of desk research, case studies and interviews.
 - o Develop criteria on how to prioritize relevant countries / regions on the African continent (e.g. based on economic criteria, Transport corridors) and prioritise three case studies in coordination with AfDB and GIZ as well as the African Union Commission.
 - o Conduct these three case studies in Africa in the railway sector that analyse the railway projects and their impact on the labour market (jobs and skills demand) taking the technological advancement and new job profiles into account and identifying potential gaps between demand and supply. Analyse workforce characteristics (e.g. sex-disaggregated data, data on skills levels and occupational profiles as well as training needs, data on vulnerable groups such as people with disability).
 - o Quantity of jobs: Based on the case studies, estimate Africa-wide (and if possible, on regional level) the current and future labour demand of the sector by occupational field and skill level as well as time horizon (short, medium, long

term) quantifying direct employment during construction phase and operation phase and estimating, where possible, indirect employment.

- Develop or adapt an existing (international) approach to estimate the number of jobs created by railway projects during construction and operation phase (example: in the energy sector job creation is commonly estimated by jobs / wind or solar power energy installed).
 - Perform structured consultations with railway operators and infrastructure managers, ministries and regulators, Regional Economic Communities, private sector and Original Equipment Manufacturers, training institutions and professional bodies and others.
 - Skills demand: Map relevant occupational fields and specific occupations within these fields, consider technical as well as transversal skills. Analyse changes in the requirements for skills for different occupations along the value chain and qualification levels (e.g. Strategic & Executive Level; Tactical & Specialist Level; Operational & Vocational Level), identify drivers of changes in skills demand (e.g. technological change, organizational change). Consider adjacent “sectors in which similar occupations may be needed. This would also allow for some degree of occupational mobility for graduates should job opportunities not arise in the railway sector as estimated.
 - Identification of regional, sub-regional and national skills needs that justify regional and sub-regional approaches and identify occupational skills needs best addressed at continental, regional or national level. Consider specifically the role of regional networks and corridors (e.g. the Lobito Corridor or the East African SGR network)
 - Identification of emerging skills needs in Africa such as digitalisation, train control systems (ERTMS), safety management, asset management for infrastructure and rolling stock, climate resilience, economic competencies to analyse and prioritise capital expenditure (CAPEX) and operational expenditure (OPEX).
 - Desk research and systematization of the current need for skilled workers in the railway sector in Germany and identify occupational fields and specific occupations that would allow for some degree of occupational mobility for graduates should job opportunities not arise in the African railway sector as estimated
 - Analyse mobility of the labour force: What kind of recognition of (international) qualifications would be needed and if so, on which level (continent-wide, regional, national level or in Germany)?
- **Skills supply:** conduct an analysis of qualified labour available on national or regional labour markets; consider the impact of demography on qualified labour for the railway sector as well as potential changes in the education structure of the economically active population. Consider information on numbers of graduates of TVET and higher education institutions in Africa in relevant fields including, if available, data on the

number of places, enrolments, completions, certification outcomes, progression etc. Identify existing (or potential for) labour mobility programs from Africa to Europe.

- Desk research for the identification and categorization of existing vocational (TVET) institutions and their role within their respective TVET governance framework, academic programs (universities, institutes), operator-based and private training centres for a comprehensive **mapping and typology of existing railway training offer** assessing coverage by geography (continental, regional, national), language, by occupation, qualification level, and specialization (operations, engineering, signalling, safety, management, etc.). Include the training offer provided by European training institutes with a relevant training offer for African countries. The results shall be complemented by expert interviews. Analyse the training offer considering specifically:
 - Occupational standards for initial training and further training, (international) accreditation and certification (by education authorities, railway regulators, operators, international bodies)
 - Learning outcomes and competency frameworks
 - Target groups (technical, management, operators, regulators, etc.) and topics covered (operations, engineering, signalling, safety, management, etc.)
 - Capacity (infrastructure, staff, intake) and delivery modes (face-to-face, online, Massive Open Online Course - MOOC, blended)
 - Costs and funding programs (scholarships, study grants, etc.)
 - Linkages with industry and operators
 - Shortcomings and gaps
 - Potential for collaboration with existing training centres in Africa and Europe in the context of the implementation of the regional railway training structure in Africa
- Conduct a gender analysis at the outset of the assignment to identify key barriers and opportunities for women's participation in the railway sector
- Conduct a **Gap Analysis** (skills demand vs. skills supply) to develop a clear problem statement and rationale for intervention:
 - Quantitative and qualitative comparison of existing capacity, training offer on academic and vocational training level as well as equipment against sector needs now and in the future.
 - Identification of Gaps in skill levels and specialisations, geographic and linguistic coverage, quality and standards, trainer availability, access and affordability
 - Detailed specification of required Occupational Standards, qualification levels (e.g., based on African Continental Qualifications Framework - ACQF), and corresponding curriculum frameworks for TVET programs and certifications.

- Consideration of gender, youth, disability, and inclusivity aspects, including analysis of participation gaps, occupational segregation, access to training, and employment conditions in the railway labour market.
- Key Recommendations addressing different target groups (e.g. policy makers working for infrastructure and / or labour / education ministries; industry stakeholders, TVET and university management ...)
- Review up to four **international benchmark** institutions and models (e.g. Europe, Asia) for education and training in the sector including a study visit to good practice training centres (1 in Europe, 1 in Africa). The visit shall be combined with pilot training and/or integrated in other study tour activities or participation in events to optimise travel expenses.
- Revise the **stakeholder mapping** provided by GIZ and add institutions that could significantly contribute to the achievement of the objectives, are likely to substantially affect or be affected by the project, either positively or negatively. This includes training providers, TVET, academic and research institutions, The analysis shall focus on those countries with significant existing and/or planned railway networks and explicitly consider gender and inclusion aspects, including representation, influence, and potential barriers to participation of women and other under-represented groups in training, governance, and industry cooperation.

Milestones for work package 1	Delivery period
Inception Report including literature review, reflection of methodology, suggested interviewees, suggested case studies	1 month after the start of the contract
25 Interviews and 3 case studies conducted	3 months after the start of the contract
Draft Report on Work Package 1 in English	4 months after the start of the contract
Validation Workshop with Relevant Stakeholders conducted	4 months after the start of the contract
Final Report on Work Package 1 in English including input from validation workshop and feedback from GIZ and AfDB	5 months after the start of the contract

Work package 2: (part of Output 3): Pilot training courses about rail transport

Following the Gap Analysis (jobs and skills demand vs. supply) done in work package 1 pilot training courses and online trainings shall provide experience and lessons learned for the institutional model to be developed in work package 3. They shall be used for the stakeholder engagement process.

Different learning models such as classroom, blended or online training shall be used. The trainings shall target decision makers with managerial / strategic topics as well instructors / lecturers / professors through technical topics, prioritising urgent topics such as maintenance or asset management. The technical trainings shall be both universal and independent of the technological solution applied and include specific aspects of technologies applied in Europe where applicable. The decision on prioritised topics and target groups shall be done together with AfDB and GIZ considering the requirements of other projects of both institutions such as the Integrated Corridors for Economic Growth in Africa (InCORE) project and implemented, whenever possible, in cooperation with other GIZ TVET and/or employment promotion projects in Africa.

The design and implementation of pilot training courses shall apply a gender-responsive approach, including inclusive outreach, appropriate training formats (e.g. blended or online learning), and learning environments that are accessible and safe for all participants. Where feasible, pilot training courses shall set indicative participation targets for women and other under-represented groups and document lessons learned on outreach, retention, and completion.

The contractor shall:

- Identify prioritised training topics that are of immediate interest for a larger target group and help to test the models developed under work package 3.
- Develop and implement a comprehensive, universal and compliant training curriculum on a technical topic for a pilot training (presential or blended) using a train the trainer approach. Consider technical study visits as part of the training and involve industry partners from Africa and Europe in the development and implementation of specific aspects in the trainings.
- Develop and implement a training and networking activity for up to 20 decision makers and management level of railway operators that have the potential for a multiplier role for the project. Participants shall also be part of the stakeholder engagement of work package 1. The training shall provide up-to-date information on current trends and the status quo of railways. The objective of the training is that all participants have up-to-date knowledge. This activity shall be combined with a study visit to an existing and successful training centre and industry partners in Europe.
- Develop and implement an online self-learning course in a topic of wider interest for practitioners, policy makers, development banks or donors that are interested in an introduction to railway infrastructure and operation in Africa. The online training shall be published at the TUMI training platform.
- Evaluate the experience and lessons learned from the three pilot training courses.

Milestones for work package 2	Delivery period
Presentation of five alternative prioritised training courses (topics and methods)	3 months after the start of the contract
1 Technical pilot training implemented	5 months after the start of the contract
1 training and networking activity implemented	5 months after the start of the contract
1 online self-learning course developed and published at GIZ training platform	5 months after the start of the contract
Draft Report on Work Package 2 in English focussing on activities implemented, outcomes, key findings and recommendations	5 months after the start of the contract
Final report on Work Package 2 in English including feedback from GIZ and AfDB incorporated into draft report	6 months after the start of the contract

Work package 3: Regional Competence Center: Analysis & Modelling

The objective of this Work package is to develop and assess three alternative models for a regional railway training structure in Africa, including regional and sub-regional hub arrangements and the use of online and blended learning formats. Besides TVET and academic training the potential of the competence centre to serve as an innovation showcase, multi-stakeholder cooperation platform, and business-oriented hub for initiating, developing, and structuring transport projects across Africa shall be evaluated. For each model, the contractor shall define institutional set-up, governance, curriculum scope, staffing requirements, and provide indicative cost estimates for capital and operating expenditures. The assessment shall include measures to promote inclusive governance structures, gender-balanced participation where feasible, and non-discriminatory access to training and employment opportunities.

The contractor shall:

- Define the **design assumptions** for the institutional model of a regional railway competence centre, considering
 - o Target groups and qualification levels and occupational fields / occupations supported.
 - o Geographic scope, accessibility and regional clustering
 - o Alignment with the interest of AfDB, EU and Germany
 - o Language policy
 - o Degree of digitalisation (online/blended learning)

- Develop three **alternative institutional models** considering the experience and lessons learned from the skills supply analysis as well as from pilot training courses implemented under work package 2. Existing training structures shall be taken into consideration.
 - a centralized, independent legal entity model,
 - a regional/hub-and-spoke model leveraging existing institutions and a
 - model based on existing offers enriched with an online academy.

Each covering

- Institutional set-up and governance in accordance with the institutional alignment in Africa
- Functional scope (training, certification, research, advisory)
- Delivery modes (physical, online, blended)
- Partnerships with existing institutions and mechanisms for Private Sector engagement in curriculum development, practical training (e.g., apprenticeships, dual training), and job placement for TVET graduates.
- Technical, institutional, financial, and political risks
- Assess the **financial & economic viability** of the three institutional models
 - Define a 10-year financial plan for one of the three models, agreed upon before with GIZ, including estimated CAPEX, OPEX, and potential revenue streams (e.g., industry fees, tuition, public-private-partnership). This part should include
 - CAPEX and OPEX of required training infrastructure (e.g., workshops, equipment, simulation facilities, digital platforms)
 - Staff costs
 - Quality assurance/accreditation systems essential for recognized TVET delivery
 - Analysis of the mechanisms to secure financing for the operation and maintenance (O&M) of the centre, including a Levy System, participant's fees and training budget at large infrastructure projects.
 - Details regarding the cost-effectiveness and scalability of the TVET model, particularly focusing on mechanisms to subsidize or finance access for disadvantaged youth and ensure regional labour mobility through standardized certification.
 - Elaborate the socio-economic benefits of each financial option.
- Develop the future **training offer and curriculum framework**

- Define the scope of the training portfolio and develop the curricula for three priority training courses based on the results of work package 1 considering international experiences (e.g., adapting existing international material to suit local African requirements).
- Recommend a strategy for developing standardized training programs and certifications that are consistent with continental standards and global best practices, ensuring regional recognition and transferability of qualifications, including for non-traditional entrants to the rail sector (e.g. career changers, women entering technical professions). Consider the application of European standards and experience that could be applied in Africa.
- Provide trainer and management profiles and Trainer-of-Trainers (ToT) needs
- Outline options of the competence centre to serve as an **innovation space** providing a platform for business-oriented exchange and networking of railway operators, start-ups, African and European industries and technology providers as well as investors. It shall develop and pilot innovative solutions for current and future challenges of the African railway system considering priority topics such as digitalization and decarbonisation as well as initiate, develop and structure transport projects across Africa.
- Conduct a comparative **assessment of the institutional models** and support the decision of policymakers and funders for the preferred model
 - Develop evaluation criteria covering relevance and effectiveness, financial and operational sustainability, scalability and flexibility, institutional feasibility, alignment with continental and regional strategies
 - Conduct a comparative Analysis to assess strengths, weaknesses, risks, and opportunities of each model
 - Identification of Preferred Option(s) including a justified recommendation of one preferred model or phased combination

Milestones for work package 3	Delivery period
Presentation of three alternative institutional models	5 months after the start of the contract
Draft Report on Work Package 3 in English focussing on activities implemented, outcomes, key findings and recommendations (incl. 3 priority curricula)	10 months after the start of the contract
Validation Workshop with Relevant Stakeholders conducted	10 months after the start of the contract
Final report on Work Package 3 in English including input from validation workshop and Feedback from GIZ and AfDB	12 months after the start of the contract

Work package 4: (part of Output 2) Action Plan & Recommendations for the preferred model

This Work Package aims to translate the analytical findings and preferred model(s) into a practical and phased implementation roadmap. The contractor shall prepare an action plan outlining institutional, operational, financial, and governance steps required for implementation and provide clear recommendations for next steps, including preparatory actions, partnerships, and potential financing approaches.

The contractor shall:

- Develop an implementation roadmap providing a detailed "Go/No-Go" recommendation, and if feasible, a phased action plan outlining milestones, resource deployment, and necessary institutional reforms.
- Develop institutional and governance arrangements including legal and institutional requirements, hosting options and partnership structures including a proposal for the location of training structures.
- Identify concrete measures for embedding capacity development and skill transfer in major railway projects, such as integrating skill transfer clauses in Engineering-Procurement-Construction (EPC) contracts and Public Private Partnership (PPP) contracts with foreign constructors/operators as well as international finance institutions.
- Identify potential for training and laboratory and simulation equipment provided by European suppliers
- Recommend a framework for a multi-donor platform/funding mechanism and a strategy for establishing strategic partnerships with German, EU, and international organizations. Specifically, establish if the developed business model for the Rail Competence Center could be funded under the Green Climate Fund.
- Recommend next steps: Preparatory actions, pilot activities, further studies or investment preparation

Milestones for work package 4	Delivery period
Draft Report on Work Package 4 in English focussing on activities implemented, outcomes, key findings and recommendations	11 months after the start of the contract
Final report on Work Package 4 in English including feedback from GIZ and AfDB	12 months after the start of the contract

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

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

Requirements on materials and equipment and operating costs:

- 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:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility
 - Risks that have been identified and might have a negative impact on the implementation of the proposed measures

Monitoring activities shall include specific tracking of gender equality, disability inclusion, and social inclusion outcomes, including participation, retention, completion, and access to opportunities. All reporting shall include disaggregated data and a qualitative assessment of inclusion-related results and challenges.

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 one month after start of contract covering 10 pages
- Final report at the end of contract. Including outcomes and key findings of each Work Package report as well as final conclusion, recommendations and an executive summary.

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:

- Contributions to conferences: African Transport Forum 2026, TUMI Conference 2026, Transport and Climate Change Week 2026

- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

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

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

2.4 Data protection and information security

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

Personal data will be processed on behalf of the client. Therefore, an agreement on order processing (AuV) is concluded with the contractor in accordance with Art. 28 General Data Protection Regulation (GDPR). For this purpose, the technical and organizational measures for compliance with data protection requirements must be presented before the contract is concluded and Annex "Outsourcing of data processing in accordance with Art. 28 GDPR (AuV)" must be completed as part of the proposal. If the company has already been audited by GIZ in the past, an update must still be sent in accordance with the GDPR. Following a positive review, the contract will be concluded with the AuV Annex.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

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

Gender equality:

The contractor shall apply a gender-responsive approach throughout all work packages. This includes:

- Ensuring the collection and use of sex-disaggregated data across all analytical and training activities
- Promoting equitable access to training, employment, and leadership opportunities for women in the railway sector
- Identifying and addressing structural barriers to participation, including social norms, safety concerns, and unequal access to resources
- Applying measures to ensure safe and inclusive working and learning environments, including the prevention of harassment and discrimination

Disability inclusion:

The contractor shall ensure that disability inclusion is systematically integrated into all activities. This includes:

- Applying principles of universal accessibility in the design and delivery of training activities and, where relevant, in the design of competence centres
- Ensuring that training formats and materials are accessible, including consideration of digital accessibility and physical access
- Engaging, where feasible, with organisations representing persons with disabilities to inform the design of activities
- Promoting the inclusion of persons with disabilities in training and employment opportunities within the railway sector

Social inclusion:

The contractor shall adopt an inclusive approach that considers the needs of diverse population groups, including youth and disadvantaged groups. This includes:

- Identifying and addressing barriers to access related to affordability, geographic location, and socio-economic conditions
- Promoting equitable access to training and employment opportunities across different regions and population groups

- Ensuring that the benefits of the intervention contribute to inclusive economic development

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

The contractor shall ensure that activities are aligned with climate-resilient and environmentally sustainable practices, including:

- Promoting resource-efficient and low-emission approaches in training and institutional design
- Integrating climate considerations into training content where relevant

Conflict and context sensitivity:

The contractor shall ensure that activities are implemented in a conflict-sensitive manner. This includes:

- Taking into account local conflict dynamics and ensuring that interventions do not exacerbate existing inequalities or tensions
- Promoting inclusive participation of different stakeholder groups

Human rights:

The contractor shall respect and promote human rights in all activities. This includes:

- Ensuring non-discrimination and equal access to opportunities
- Identifying and mitigating potential risks to human rights in the implementation of activities

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

3. Technical-methodological concept

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

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

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the Terms of Reference (ToR) 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), for example by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept, e.g. in consideration of timeline, process adjustments, etc.

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

- Not applicable -

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 and stakeholders 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)

Specific requirements relating to gender equality and safeguard areas are outlined in section 2.5. The tenderer is required to demonstrate how these requirements will be operationalised within the technical-methodological approach across all work packages.

The tenderer shall clearly describe:

- How the requirements in section 2.5 are systematically integrated into analysis, training design, stakeholder engagement, and institutional modelling
- The methodologies and tools applied (e.g. gender analysis, accessibility considerations, stakeholder mapping)
- How risks and unintended negative impacts are identified and mitigated
- How results will be monitored, including the use of disaggregated data and qualitative assessments

Gender equality

The tenderer shall demonstrate how gender equality is actively promoted in line with section 2.5, including concrete measures to address participation barriers, ensure equitable access to opportunities, and track results through sex-disaggregated data.

Disability and social inclusion

The tenderer shall demonstrate how disability inclusion and broader social inclusion requirements from section 2.5 are implemented, including accessibility considerations, targeted outreach, and measures to ensure inclusive participation.

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

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

Conflict and context sensitivity

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

Human rights

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

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Disability and social inclusion	2 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	1 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management (section 1.4 of the assessment grid)

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

3.4.1 Operational plan (section 1.4.1 of the assessment grid)

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

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

– Not applicable –.

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 will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and

the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements(section 1.5 of the assessment grid)

- The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of regional resources (for example national institutions, network partners etc.) in the context of service delivery.
- The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical backstopping.

Requirement: Use of regional resources: 5 points out 10 (max.)

Requirement: backstopping strategy: 5 points out 10 (max.)

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.**

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

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

Expert 1: Team leader with international experience (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1: (team leader and qualitative methods)

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by GIZ and AfDB at regional and national level
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Providing input on issues related to the economic policy framework and the role of employment creation in the railway sector, including just transition and green skills.
- Providing key expertise on qualitative research methodology, developing interview questionnaires, conducting selected interviews, consolidation and analysis of results
- Prioritization of interview partners and case studies according to suggestions of other experts to assure representation of relevant stakeholder groups
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines

**Subject of the tender procedure: Feasibility Study for a
African Railway Competence Centre**

Transaction number: 10023631

- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Maintaining contact with AfDB and other donors in alignment with GIZ.

Qualifications of expert 1: (team leader)

Education/training (section 2.1.1 of the assessment grid):	University degree ('master's or German Diplom') in in economics, political science, international relations, or a comparable social science with economic or labour market-specific content
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (6 out of 10 points) Knowledge of German, B2-level in the Common European Framework of Reference for Languages (2 out of 10 points) Knowledge of French, B2-level in the Common European Framework of Reference for Languages (2 out of 10 points)
General professional experience (section 2.1.3 of the assessment grid):	10 years of professional experience in preparing analytical studies in economic policy, TVET or labour market and employment promotion
Specific professional experience (section 2.1.4 of the assessment grid):	3 years of professional experience in the preparation of 3 labour market studies (6 out of 10 points) 2 years of professional experience in preparing labour market studies based on ILO, European Centre for the Development of Professional Training (CEDEFOP) or European Training Foundation (ETF) methodologies (4 out of 10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience outside Sub-Saharan Africa
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in Africa (in accordance with UN DESA Statistics Division), of which 2 years in Sub-Saharan Africa
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	Professional experience in the coordination of 2 labour market or sector studies applying qualitative research methodologies (5 out of 10 points) and 2 labour market or sector studies applying quantitative research methodologies (5 out of 10 points)

Expert 2: Institutional development and Financing with international experience (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2

- Institutional and organizational development of the competence centre
- Define the design assumptions for the institutional model of a regional railway competence centre
- Develop different models for the institutional set-up and governance of the competence centre
- Provide staffing requirements and indicative cost
- Assess the financial & economic viability of the three institutional models
- Recommend a framework for a multi-donor platform/funding mechanism and a strategy for establishing strategic partnerships with German, EU, and international organizations
- Assess funding options for the Rail Competence Center (e.g. Green Climate Fund)
- Conduct a comparative assessment of the institutional models
- Develop an implementation roadmap including institutional and governance arrangements for the competence centre
- Outline options of the competence centre to serve as an innovation space.

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	University degree ('master's or German Diplom') in engineering, economics, education or politics
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (7 out of 10 points) Knowledge of French, C1-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.2.3 of the assessment grid):	10 years of professional experience in strategic and organisational development related to operation of training institutions
Specific professional experience (section 2.2.4 of the assessment grid):	5 years of professional experience in education and training (4 out of 10 points) 5 years of professional experience in working with the private sector (3 out of 10 points) 5 years of professional experience in economic and financial assessments (3 out of 10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	- not applicable -
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	3 years of professional experience outside Sub-Saharan Africa

Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	3 years of professional experience in Africa (in accordance with UN DESA Statistics Division), of which 2 years in Sub-Saharan Africa
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	1 year of professional experience in developing and setting up local or regional competence centres and defining a respective business plan.

Expert 3: Pool 1: Senior Experts in the Railway sector with international experience with 2-3 Experts (section 2.3 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.

Tasks of the expert pool

- Reviewing relevant national railway policies, agreements, and frameworks to identify regulations for skills development and ensuring the approach is coherent with national requirements.
- Assessing the alignment of study objectives, methodologies, and outputs with the needs and priorities of the planned railway projects, technological development and digitalisation.
- Reviewing and adding key stakeholders and institutions at national levels for inclusion in consultations and interviews.
- Supporting the team in aligning case study findings with the broader goals of railway development priorities and skills requirements for railway technologies and management.
- Assess capacity development needs and develop the future training offer and curriculum framework
- Identify concrete measures for embedding capacity development and skill transfer in major railway projects
- Contributing to the development of recommendations and strategies for advancing skills development within the railway development objectives.
- Collaborating with other team members to ensure cross-cutting policy dimensions are effectively integrated into the study's outcomes.
- Preparing targeted input and analysis for sections of the final report related to railway.

Qualifications of the expert pool.

Education/training (section 2.3.1 of the assessment grid):	All experts with university degree ('master's or German Diplom') in business education, engineering, economics or educational sciences. The number of points of each expert will
--	--

	be added up and the total sum will be divided by the total number of experts in the pool.
Language (section 2.3.2 of the assessment grid):	All experts with Knowledge of English, C1-level in the Common European Framework of Reference for Languages (7 out of 10 points). The number of points of each expert will be added up and the total sum will be divided by the total number of experts in the pool. 1 expert with Knowledge of French, B2-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.3.3 of the assessment grid):	All experts with 10 years of professional experience in the railway sector. The number of points of each expert will be added up and the total sum will be divided by the total number of experts in the pool.
Specific professional experience (section 2.3.4 of the assessment grid):	1 Expert with 5 years of professional experience in education and training in railway related professions (4 out of 10 points) 1 Expert with 5 years of professional experience in railway technologies such as ETCS and digitalisation (3 out of 10 points) 1 Expert with 5 years of professional experience in working with the private sector (3 out of 10 points) One expert can cover up to 2 of the requested criteria.
Leadership/management experience (section 2.3.5 of the assessment grid):	- not applicable -
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	1 expert with 3 years of professional experience outside the region of assignment
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	1 expert with 3 years of professional experience in Africa (in accordance with UN DESA Statistics Division) sector (4 out of 10 points), of which 2 years in Sub-Saharan Africa sector (6 out of 10 points)
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	1 expert with 2 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	– not applicable -

Expert 4: Pool 2 Short-term experts with national experience with 4-8 experts

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.

**Subject of the tender procedure: Feasibility Study for a
African Railway Competence Centre**

Transaction number: 10023631

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

Tasks of the expert pool

- In coordination with the team leader, prepare technical input for country case studies and ensure the research, review and submission of relevant country-specific data, and documents for the desk study.
- Identify relevant stakeholders (individuals, organizations) in the country with whom interviews and surveys will be conducted as part of the country case study.
- Arrange, organize, and conduct interviews and focus groups sessions (partly with participation of the team leader).
- Support the preparation of analytical results presentations and the conduct of de-briefings and workshops.
- Support in the implementation of pilot trainings and study tour.
- Contribute to reports.

Qualifications of the expert pool

Education/training:	All experts with a university degree (e.g. 'master's or German Diplom') in engineering, economics, business administration, political science or international relations,
Language:	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages 1 expert with knowledge of Arabic, C1-level in the Common European Framework of Reference for Languages 1 expert with knowledge of French, C1-level in the Common European Framework of Reference for Languages 1 expert with knowledge of Portuguese, C1-level in the Common European Framework of Reference for Languages
General professional experience:	All experts with 5 years of professional experience in labour market analysis and skills needs assessment
Specific professional experience:	1 expert with 3 years professional experience in the railway sector in Africa 1 Expert with 3 years of professional experience in working with the private sector 1 Expert with 3 years of professional experience in conducting labour market analysis studies 1 expert with 3 years of professional experience in gender and vulnerable groups
Leadership/management experience:	- not applicable -
International professional experience outside the country/region of assignment:	- not applicable

Professional experience in the country/ region of assignment:	1 expert with 3 years of professional experience in Northern Africa (in accordance with UN DESA Statistics Division) 1 expert with 3 years of professional experience in Eastern Africa (in accordance with UN DESA Statistics Division) 1 expert with 3 years of professional experience in Southern Africa (in accordance with UN DESA Statistics Division) 1 expert with 3 years of professional experience in Western Africa (in accordance with UN DESA Statistics Division)
Experience in the field of development cooperation:	- not applicable -
Other:	- not applicable -

Expert 5: Pool 3 Short-term experts in education and training with international experience with 4-8 experts

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

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

Tasks of the expert pool

- Develop and implement comprehensive, universal and compliant training curricula
- Develop and implement a training and networking activity for up to 20 decision makers and management level of railway operators
- Develop and implement an online self-learning course
- Evaluate the experience and lessons learned from the pilot training courses
- Contribute to reports.

Qualifications of the expert pool

Education/training:	All experts with a university degree (e.g. 'master's or German Diplom') in education, economics, political science or international relations
Language:	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	All experts with 5 years of professional experience in education and training
Specific professional experience:	1 expert with 2 years of professional experience in the development and implementation of online trainings

	1 expert with 2 years of professional experience in railway topics, including construction, operation, signalling, digitalization 1 expert with 2 years of professional experience in teaching and training of short courses 1 expert with 2 years of professional experience in curriculum development 1 expert with 2 years of professional experience in laboratory and simulation
Leadership/management experience:	- not applicable -
International professional experience outside the country/region of assignment:	All experts 3 years of professional experience outside Sub-Saharan Africa
Professional experience in the country/ region of assignment:	- not applicable -
Experience in the field of development cooperation:	- not applicable -
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.

Staff presentation

(section 2.11 of the assessment grid)

– Not applicable –.

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.

Expert	Expert days in the country of residence/remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)
Expert 1: Team leader with international experience	85	15	100	No
Expert 2: Institutional development and Financing with international experience	70	10	80	No
Expert 3: Senior Experts in the Railway sector with international experience with 2-3 Experts	65	15	80	No
Expert 4: Pool 2 Short-term experts with national experience with 4-8 experts	130	20	150	No
Expert 5: Pool 3 Short-term experts in education and training with international experience with 4-8 experts	50	10	60	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 33.000

Budget for CO₂ offsets for flights: EUR 1.500. An unalterable budget for CO₂ offsets for settlement against evidence is specified.

As the number and duration of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all trips in Germany and abroad 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:

- 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.**

All travel activities must be agreed in advance with the project manager. 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 –

Work will be conducted desk-based working from the expert's home country. Country missions are only short-term and hence no office space and related costs required.

5.6 Workshops, education and training

– Not applicable –

The contractor is not responsible for the logistical organisation of the workshops and therefore the costs do not need to be specified

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 40.000

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 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) (team leader only)
- 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 option 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 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.