

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

CONFIDENTIAL

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|---------------------------------------------------------------------------------------------------|-------------------------------|
| <b>Project title:</b>                                                                             | <b>Processing number:</b>     |
| Digital Economy, E-Commerce, E-Payment and Public E-Services<br>Programme (EU-EAC DEEP Programme) | G-011659-010/<br>G-018107-001 |
| <b>Country:</b>                                                                                   | <b>Internal order:</b>        |
| East African Community region (incl. Uganda and Kenya)                                            | 11659010000/<br>18107030000   |
| <b>Subject of the tender procedure:</b>                                                           | <b>Tender number:</b>         |
| Technical Assistance for Digital Public Infrastructure Projects in the<br>East African Community  | 10016823                      |

|                                                                                                                                                                 |           |
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**0. List of abbreviations**

|             |                                                                                                                                             |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| AU          | African Union                                                                                                                               |
| AM          | Acceleration Mechanism                                                                                                                      |
| AVB         | Allgemeine Vertragsbedingungen (General Terms and Conditions)                                                                               |
| BMZ         | Bundesministerium fuer wirtschaftliche Zusammenarbeit und Entwicklung<br>(German Federal Ministry for Economic Cooperation and Development) |
| EAC         | East African Community                                                                                                                      |
| DPG         | Digital Public Good                                                                                                                         |
| DPI         | Digital Public Infrastructure                                                                                                               |
| DFI         | Development Finance Institution                                                                                                             |
| DTC         | Digital Transformation Center                                                                                                               |
| EC          | European Commission                                                                                                                         |
| EF          | Expertise France                                                                                                                            |
| EFSD+       | European Fund for Sustainable Development Plus                                                                                              |
| EIB         | European Investment Bank                                                                                                                    |
| ESG         | Environmental, Social, and Governance                                                                                                       |
| ESTDEV      | Estonian Centre for International Development                                                                                               |
| EU          | European Union                                                                                                                              |
| EU-EAC DEEP | European Union - East African Community Digital Economy, E-Commerce,<br>E-Payment, and Public E-Services                                    |
| GDPR        | General Data Protection Regulation                                                                                                          |
| GIZ         | Deutsche Gesellschaft fuer Internationale Zusammenarbeit                                                                                    |
| ICT         | Information and Communication Technology                                                                                                    |
| ISO         | International Organization for Standardization                                                                                              |
| PDB         | Public Development Bank                                                                                                                     |
| PPP         | Public-Private Partnerships                                                                                                                 |
| ToRs        | Terms of Reference                                                                                                                          |

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UN DESA      United Nations Department of Economic and Social Affairs

WP      Work Package

## **1. Context**

### **1.1 Brief information on the project**

The Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH is a German federal enterprise for international cooperation in sustainable development. Working on behalf of the German Government and other partners, GIZ collaborates with institutions and stakeholders worldwide to implement more than 1,500 projects across over 120 countries. With a workforce of more than 20,000 professionals, GIZ supports the realization of inclusive and sustainable development goals globally.

In partnership with Expertise France (EF) and the Estonian Centre for International Development (ESTDEV), GIZ is implementing the EU-EAC Digital Economy, E-Commerce, E-Payment, and Public E-Services (DEEP) Programme. The initiative is supported by the European Union, the Federal Ministry for Economic Cooperation and Development (BMZ), the French Ministry for Europe and Foreign Affairs, and the Estonian Ministry of Foreign Affairs.

The EU-EAC DEEP Programme seeks to foster a regional digital market within the East African Community (EAC) through enhanced cross-border e-commerce, interoperable digital payments, and secure, human-centred digital public infrastructure (DPI). These efforts aim to advance a sustainable African single digital market anchored in strong cybersecurity, eGovernance services and regional cooperation.

The overarching goal of the programme is to accelerate digital trade and e-governance at continental, regional, and national levels within a resilient and secure digital ecosystem. Specifically, it aims to make cross-border digital trade in East Africa more efficient, inclusive, and scalable. Digital trade, e-government services and digital payments all need the required underlying infrastructure to operate. In the assessment studies carried out in the preparation of the DEEP Programme, the lack of digital infrastructure was pointed out as one of the key limiting factors of the success of the programme, and an area that it is key to address. Digital infrastructure is also a key focus area of the EU's Global Gateway strategy, which provides the overarching framework of this intervention.

Therefore, in order to address these limitations, the first specific objective of the EU-EAC DEEP focuses on supporting the implementation of the EAC Digital Transformation Strategy and developing bankable digital projects for the region and partner states, including Uganda. Recognizing the evolving political and economic context in the region, these bankable projects are positioned to strengthen public-private cooperation, improve public service delivery, and enhance the enabling environment for digital transformation.

Additionally, the Multi-Donor Action 'Digital Transformation Center Kenya II', which is jointly co-financed by the European Union (EU), the German Federal Ministry for Economic Cooperation and Development (BMZ) and Estonian Centre for International Development (ESTDEV) and implemented by GIZ as part of the BMZ project 'Digital Transformation Center Kenya' promotes digital governance for a human-centred and sustainable digital transformation.

Digital Public Infrastructure (DPI) refers to systems that enable secure, interoperable and inclusive digital interactions between citizens, businesses and government institutions. Its three primary components (1) digital identity, (2) digital payments, and (3) data exchange form the foundation of inclusive digital economies and societies. DPI can enhance trust, transparency,

and innovation by enabling individuals, businesses, and governments to access and deliver services seamlessly. Through open standards and interoperability, it reduces fragmentation and fosters regional integration and is increasingly recognized for its strategic value in strengthening digital sovereignty, economic development and inclusive service delivery.

To achieve its objectives, the DEEP Programme has established the EAC DPI Acceleration Mechanism, which facilitates financing of digital public infrastructure through Development Finance Institutions, using existing funding EU, World Bank and other existing instruments and blending financing with private sector (such as EFSD+). The mechanism promotes integrated collaboration between public and private sector actors to develop successful project proposals. It also reinforces partnerships between European and African stakeholders in alignment with the Global Gateway Strategy, emphasizing shared prosperity, innovation, and sustainable digital connectivity across the continent. Due to alignment in objectives, the Digital Transformation Center (DTC) Kenya wants to make use of the EAC DPI Acceleration Mechanism as well.

In detail, the EAC DPI Acceleration Mechanism will:

- Fill the gap between the need for financing DPI on the one side, and the lack of 'bankable projects' on the other side by building capacities in African project developers and government agencies on project design, bringing the right stakeholders together, structure viable projects and connect them to PDBs & DFIs and their existing financing instruments as well as blended financing with potential investors;
- Identify opportunities for partnerships between the European and African private sector in the areas of DPI, contribution towards knowledge exchange, business opportunities and increased trade;
- Promote DPI projects which adhere to the Universal DPI Safeguards Framework ensuring safe, sustainable, inclusive and effective DPI that promote trust, accountability and human rights in digital transformation;

Due to alignment in objectives, the Digital Transformation Center (DTC) Kenya wants to make use of the EAC DPI Acceleration Mechanism as well.

## **1.2 The EAC DPI Acceleration Mechanism Service Model**

The DEEP Programme, under Specific Objective 1 Area 1 'Support the implementation of the EAC digital transformation strategy and design of bankable digital projects' define the core service of the EAC DPI Acceleration Mechanism (AM) between the market and the financing opportunities by European and International funding Institutions.

The methodology of the AM builds upon GIZ best practices on the preparation of digital infrastructure projects, and a methodology which has been tried and refined over the last years specifically for data centers. This methodology has been adapted by the AM to DPI, and multiple lessons from previous programmes have been integrated into this new mechanism. The AM team is also in continuous communication with other similar efforts in order to align and facilitate knowledge exchange.

Due to a lack of a substantial technical cooperation bilateral programme on digital transformation in Uganda under Team Europe, a specific package was added by the EU Delegation to Uganda for the development of bankable projects on DPI requested by the Ugandan government. This service contract will both cover the requests submitted by project developers

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and governments in the eight EAC Partner States, as well as the Expressions of Interest submitted by the Government of Uganda. The methodology applied remains the same.

The Digital Transformation Center Kenya currently develops a 'DPI Roadmap for Kenya', which contains a DPI assessment and a 10-year vision towards the future development to promote DPI implementation. The DTC aims to develop DPI use-cases that can utilize the proposed EAC DPI Acceleration Mechanism to receive specialized technical support towards the design of the use cases bringing them towards a bankable status to secure financing.

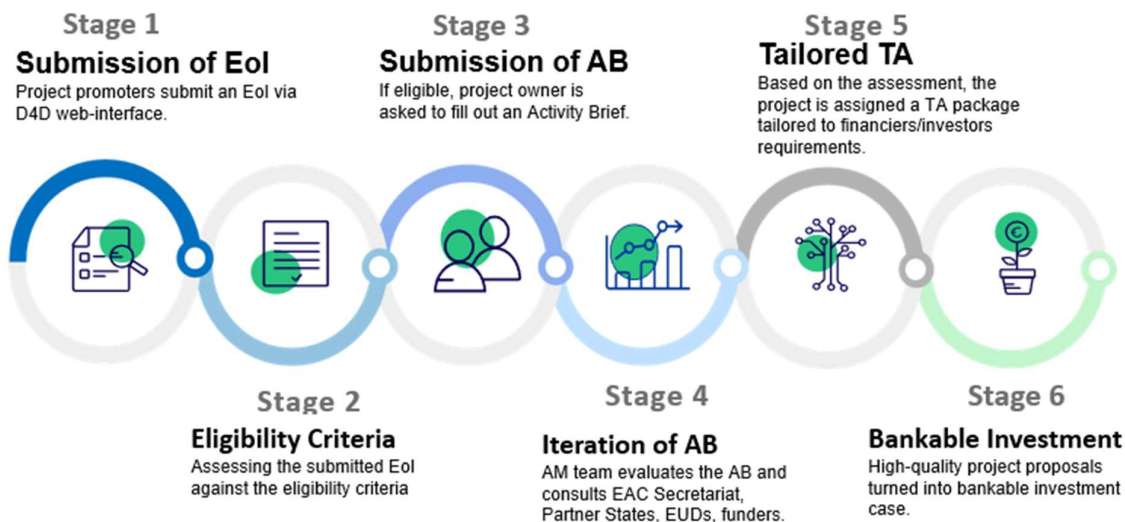


Figure 1 Methodology

Please see an overview of the methodology in figure 1. The consultancy support can be required from the first step, depending on the maturity of the project proposal. Both greenfield and brownfield proposals are considered, as well as proposals to scale solutions already in place. The eligibility criteria can be found on the EAC DPI Acceleration Mechanism (DPI-AM) already in place to submit the Expressions of Interest.

Coaching and advisory provided to project developers and promoters through the AM is at the heart of the Service Model and the pipeline development support. The AM receives and selects projects, and it supports them through highly qualified and experienced professionals, acting as coaches and 'honest broker' advisors. As a result, the quality of the supported projects is improved, adapted to the criteria of the funders, the right private and public partners are brought on board, projects are structured to maximise viability and minimise risk, and financiers are thus likely to accept the projects in their financing pipelines for further consideration and due diligence.

The AM provides the following types of support:

- Development support: to provide guidance and support on the necessary steps of project development from a technical perspective to projects at any stage of development, with concrete financing prospects. This includes pre-feasibility and feasibility studies in

- areas such as technical assessments, specifications and architectural designs, environmental impact assessments, regulatory environment, due diligence, cybersecurity, hosting and infrastructure needs and capacity assessments.
- Structuring support: to advise on essential aspects of operation/business and financing models and supporting developers towards structuring their propositions in a way that corresponds to the needs and expectations of financiers. This includes the consideration of different Public-Private-Partnership (PPP) models, revenue streams and potential private sector players in Africa and Europe for the implementation and operation of the project, and the identification of other potential projects for 'bundling' and de-risking the project.
  - Access to finance support: to identify appropriate financing options for projects and to align project design and documentation with the specific requirements of financing and support instruments available in European and EU Member State institutions as well as World Bank group, i.e. in the form of grants and guarantees under EU Global Gateway Strategy and blended finances such as EFSD+. African and global DFIs & PDBs, providing both sovereign and corporate debt, as well as providers of grants for DPI will also be considered.
  - Contract closing / Transaction support: to provide assistance with the contractual negotiations during project preparation, including (for example) aspects of the financing transaction, term sheets, contractual agreements with specialised advisory, or the fulfilment of conditions precedent.

## **2. Tasks to be performed by the contractor**

### **2.1 Term**

The duration of the DEEP Programme is 1 July 2025 to 30 June 2029. The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

### **2.2 Objectives, indicators, work packages, milestones**

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

The contractor is responsible for contribution towards achieving this output, complying with the associated indicators, and implementing the tasks described below.

#### Specific Objective (Outcome) 1:

Support the implementation of the EAC digital transformation strategy and design of bankable digital projects

Indicator 1.4: Three new regional and five bankable projects for Uganda presented to DFI or PDB partners.



Output 1.2: Facilitation of regional bankable digital projects: 3 proposals designed for accompanying digital infrastructure developed with private sector and handed in to DFI financing mechanism

Output 1.3: Facilitation of bankable digital projects with Uganda: 5 proposals designed for accompanying digital infrastructure developed with private sector and handed in to DFI financing mechanism.

For the DTC Kenya, relevant indicators are the following:

**Specific Objective (Outcome) 2:**

Digital governance for a human-centred and sustainable digital transformation strengthened

Output 2.2: The capabilities of relevant public and private actors to develop, implement, use and scale digital public infrastructure (DPI) and digital public goods (DPG) are strengthened.

The contractor is responsible for conducting the following work packages consisting of different tasks and for achieving the corresponding milestones to deliver on Outputs 1.2 and 1.3, and to contribute towards Output 2.2.

The work packages 1-6 are to be understood as an example sequence of services provided to GIZ beneficiaries that shall result in one bankable DPI financing proposal per traversed sequence, adding one contribution to the output indicator each. If several concepts are bundled under one financing ticket, they still count as individual 'projects' in the context of the indicator, because they vary in nature and will still require individual technical assistance packages.

The applicable work packages, their scope and the exact sequence of the work packages will be determined for each project at the work package 2 stage depending on the maturity of the project, and existing and available feasibility studies and design.

**Work package 1: Clarification of the assignment**

This work package is related to the contract and not to each project proposal.

- The contractor will attend 1-2 online sessions to understand the vision, context, DEEP Programme, expectations and the stakeholder landscape. Secondly, the contractor team will be required to attend a 2-day workshop (physical in East Africa). During the initial sessions, the contractor will be expected to present the following. The proposals will be discussed and an updated version of the below will be provided by the contractor after the workshop.
- Initial Insights: The contractor shall present their initial understanding of the DEEP Programme concept (this assignment), technical feasibility, and potential financial viability based on available data
- The contractor shall present their 'strategy' and 'project management' approach as per their proposed technical-methodological concept and elaborate on any areas requiring clarifications from GIZ. This includes a clearly outlined process of how each proposal will be managed by the contractor, including the experts involved, ensuring a diverse and relevant team in terms of gender, nationality and fields of expertise. The contractor should also make reference to their previous experiences and elaborate on how they will undertake this assignment to achieve a reasonable level of success.

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- Gap analysis and risks: the contractor shall highlight any expected gaps as well as anticipated risks and strategies on how to mitigate them.
- The DEEP Programme team will also carry out periodic review sessions with the contractor every six to eight months to discuss the strategy, project management and process-related issues.
- In addition, more in depth on-boarding sessions will take place in the context of each project proposal that is selected for support. For each project proposal selected for support, even if only preliminary, the contractor is expected to develop a scope of work including an estimate of effort. This can be reviewed based on mutual agreement as the proposal progresses through the stages.

**Work package 2: Expression of Interest**

Work packages 2-5 are related to work supporting partners with each project proposal.

The GIZ DEEP Programme team, through their partner the EAC Secretariat, is responsible for the dissemination of the opportunity and mobilisation of Expression of Interest proposals.

The submission of Expression of Interest (Eols) happens using three avenues: either through the public website, for the case of Uganda by the main partner the Ministry of ICT and National Guidance, and for the case of DTC Kenya.

For the case of Uganda, the projects will be selected jointly by the Ministry of ICT and National Guidance and the EU Delegation to Uganda. Only selected Eols will proceed to further screening.

For the case of Kenya, the projects will be selected jointly by the Ministry of Information, Communications & The Digital Economy (MICDE) and the Ministry of Interior (Moi).

For the case of projects submitted by actors in other partner states, once the Eol has been received, the contractor will be involved in the first screening of the EOI against the eligibility criteria (available on the website). The contractor shall then provide a recommendation on the Eol. Once this stage is done, there shall first be an approval of the proposal by a governance committee set out by the EAC Secretariat before the proposal passes to Stage 2.

- Project Prioritization and Recommendation: The contractor shall develop a transparent scoring system based on the defined eligibility criteria to objectively rank and compare projects against the estimated probability of attractiveness for financiers.
- The contractor may also provide feedback on the appropriateness of the proposed eligibility criteria and review them from time to time based on the experiences made.
- Preliminary Screening: The contractor shall apply the agreed upon criteria to conduct an initial screening of Expressions of Interests to the EAC DPI AM prioritizing those with high potential and readily available information for assessment, commenting on their alignment with the EAC Digital Transformation Strategy (if regional) and highlighting initial risks or opportunities.
- The preliminary screening should also identify the potential to bundle the project with other projects in the pipeline, in order to maximise complementarity and increase ticket sizes.

### **Work package 3: Activity Brief**

If the project is eligible and approved through the relevant mechanisms to proceed, the project developer will be asked to fill out an activity brief. The contractor will then iterate and complement this activity brief in a co-creation process between the project developer, the contractor team and the GIZ team. The contractor is expected to steer this process and make sure there is sufficient progress, and that any obstacles are escalated or addressed.

The activities can include:

- Advice on project feasibility, including guidance and comments on existing master plans, pre-feasibility and feasibility studies, architecture and technical design and other existing material. This can include a mission early on to gather required input by project developers.
- Carry out first due diligence and evaluate the institutional setup and suitability in terms of mandates and regulatory frameworks in case the promoter is a public entity. The due diligence framework should be developed by the contractor based on international best practices, previous experience and available checklists from previous GIZ programmes.
- Provide references to best practices on state-of-the-art-solutions and approaches usually applied in similar projects
- Provide first ballpark estimates of project cost
- Provide advisory on the alignment of the project with the funding criteria for the best suited development finance institution partners (lending to both public and private institutions), including EIB, EU member state institutions, World Bank Group institutions and blended finance instruments such as EFSD+.
- Outline key information gaps and studies needed for the development of a complete project dossier
- Conduct proposed project needs assessment to identify specific gaps and challenges hindering project bankability and financier attraction
- Undertake a comprehensive project scale-up review through evaluating various aspects, such as capital expenditures (CapEX) and operating expenditures (OPEX) assumptions
- Needs assessment review and provide benchmarks for similar solutions
- Advise on potential sources of financing. The GIZ team will engage potential financing partners and include them in the co-development process.
- Review revenue and pricing models and advice on market price comparisons
- Carry out operation/business model sensitivity analysis
- Elaboration of operation/business cases and financial models (well adapted to the project context and specificities)
- Provide advice on the legal and regulatory models to foster Public-Private Partnerships (PPP) and recommend project specific PPP models in adherence with strong financial and governance safeguards. GIZ may contact potential private sector partners and bring them into the conversation.
- Demand analysis including benchmarking with similar projects in the country and the region, along with considerations regarding digital skills and literacy
- Propose a structure of the project which maximises viability and minimises risks, including private entities in Africa and Europe
- Develop a project implementation roadmap including a phased breakdown of expenditure planning, staffing planning, power scale-up planning, and other relevant aspects

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- Prepare a comprehensive recommendation report, including first recommendations on bundling, de-risking, financing mix and project structure, as well as the gaps that still need to be filled.

The outcome of this phase includes Terms of References for further studies necessary to bring the project to maturity. These can include technical pre-feasibility studies, project structuring advice, environmental assessments or other studies needed.

**Work package 4: Technical Assistance**

Based on the recommendations in the previous phase, the contractor together with GIZ will prioritise the technical assistance package based on project maturity, availability of key documents and available budget. This package can include both pre-feasibility and feasibility studies. In case of feasibility studies that are beyond the budget of the facility, these could be taken on by financing partners or other partners. In this case, the contractor should provide sufficient information and a clear framework for a third-party contractor to conduct a comprehensive feasibility study.

The feasibility studies shall serve as a blueprint to identify specific gaps and challenges hindering project bankability and financier attraction and propose strategies geared towards maximise their bankability and investment appeal, focus should be placed on the quality and technical feasibility of the proposed projects including regulatory compliance, green/secure characteristics of project proposals and an initial assessment of the availability of supporting telecommunications, device, storage and energy infrastructure.

In case the project has a commercial project developer, the contractor should be in position to sign Non-Disclosure Agreements (NDA) to safeguard the sensitive data provided by the project developer. The technical assistance package may comprise two main elements: technical and financial feasibility studies, as well as advice on project structuring and bankability. In terms of financial and technical feasibility, activities can include to:

- Provide an objective evaluation of technology choice, tech stack, hosting and architecture and design, taking into account user-centric design, best practices in DPI and e-government solutions, digital sovereignty aspects and local context. DPI projects may include e-payment solutions (national and regional switches), data sharing platforms, digital ID solutions, other e-government services solutions such as e-procurement, digital registries, single sign-on (SSO) and any other DPI systems that allows the government or private sector to provide digital services to consumers and businesses at scale
- Provide an analysis on how well the project adheres to the Universal DPI Safeguards Framework and the Principles for Digital Development, and provide recommendations on how to incorporate safeguards into the project design and operations, in order to ensure human-centric, safe and equitable systems
- Analyse operation and maintenance requirements in relation to the technical solutions being considered, point out red flags, capacity gaps, risks and propose mitigation strategies
- Analyse change management approaches proposed and make recommendations on change management based on best practices
- Make a thorough analysis of local and regional regulatory frameworks especially when it comes to data protection and privacy, data localization, government guidelines for DPI as well as compatibility with main trading partners

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- Consideration of environmental and social impacts based on the local regulatory framework and the project's specific location, referring to international standards
- Undertake a risks analysis
- Evaluate the maturity and extent of the supporting telecommunications, device, storage and energy infrastructure and its impact on the project projections. Identify relevant projects and investments that might impact this.
- Carry out cybersecurity assessments including frameworks for critical infrastructure, national capabilities and systems in place, available capacity and provide recommendations
- Undertake more detailed costing exercises (this might also be done by third parties)

In terms of technical assistance to structure the project and improve bankability of the project, activities can involve:

- Project structuring support: provide expert advisory on the pros and cons of different PPP models, recommend the key roles and responsibilities for various private and public stakeholders in the project structure and the optimal project structure recommended for enhanced service delivery to the public, technical and financial sustainability.
- Proposal Refinement Support: provide one-on-one technical assistance to stakeholders in refining their proposals to meet financiers' expectations and secure anchor investors and developers; offer expert guidance on strengthening key sections like financial projections, market analysis, risk mitigation strategies, economic impact assessments, and environmental, social and governance safeguards (due diligence) as well as obtaining public funding from European DFIs, World Bank Group but also blended finance instruments from other DFIs or PDBs; collaborate with legal and technical specialists to ensure proposal compliance with relevant regulations and standards, in particular regarding strong financial, institutional and governance requirements
- Deep Dive Analysis to gain comprehensive insights in interested potential financiers, including investment preferences and risk appetites; specific focus areas in DPI and digital transformation in general; potential for co-investment synergies with other listed financiers and investors, in particular between MDBs and DFIs
- Comprehensive Deal Structuring Support: deliver specialized assistance throughout the deal structuring process, aiding both project developers and financiers in navigating complexities, bridging gaps, and overcoming challenges by crafting tailored financing structures to enhance project access to finance (incorporating advice on funding sources, financing structure, capital structure, debt, and risk allocation aligned with EFSD+ and other financial instruments; recommending 'blended finance' strategies and support in approaching funders, providers of guarantees etc.); negotiating mutually beneficial terms and conditions while optimising the additionality / public benefit of the project through leveraging blended finance by key European and International financing institutions and donors; structuring effective risk mitigation strategies; and ensuring compliance with the relevant legal and regulatory framework
- The contractor shall also provide guidance on combining various types of European/global funding/financing with other sources of blended finance to optimise project outcomes

Given the critical importance of financial structuring in facilitating successful digital infrastructure projects, a deep understanding and extensive experience in this domain are indispensable; therefore, we strongly advise bidders to engage a finance specialist versed with utilising

various key European and International public financial instruments (potentially through a consortium) if a single entity cannot provide both the requisite technical and financial expertise.

#### **Work package 5: Contract closing support**

- Support applicants in contract negotiation with financiers with the aim to optimise financing terms for the benefit of the respective project application
- Support the finalisation of documentation around risk matrix, sustainability, impact analysis, inclusivity and diversity.
- Support the handover of the developed project proposal to interested financiers and investors with the aim to optimise probability of positive appraisal in the respective financiers' due diligence process
- Support for providing data (updated business model, technical specifications, and other relevant contributions to documenting the proposal, etc.)
- Support in providing tailored documentation for government processes to approve sovereign debt

#### **Work package 6: Documentation, Knowledge Management and Communication**

This work package is related to the overall contract.

The contractor is required to provide adequate, results-based documentation about the continuous status of each project receiving support, the correspondence with the beneficiary (applicant), the inputs provided by the contractor (e.g. through time-sheets, cost and budget monitoring, delivering particularly the number of hours put into each advisory service by each advisor and the corresponding rates, and all additional costs apart from those for personnel (travel, office material, etc.)) to enable an overall assessment of the performance (cost-benefit evaluation) of the AM with the aim to continuously improve its service provision.

The findings from the contractor's own lessons-learned as well as from the feedback received by beneficiaries (quality and benefit of the service provided through the AM incl. areas of improvement) shall be elaborated in a brief 'Insight-Paper' after 3 and 7 projects supported respectively (in total 2 'Insight-Papers'). The (lean) methodology for this shall be discussed between the contractor and the AM. At the delivery of the first insight paper, a 2-day physical workshop shall be included to discuss the learnings from the process so far, and make any necessary adjustments for the remaining assignment period.

For any activity and related communication undertaken in the context of this assignment by the contractor (e.g., presentations), the following rule must strictly be applied:

- The publication must at any time follow the communications guidelines provided by the European Commission, and specific guidelines developed under the EU-EAC DEEP Programme.
- No standalone reference to GIZ shall be made. The AM is an integral part of the EU-EAC DEEP Programme. Therefore, in any communication, presentations, etc. reference to the Team Europe programme must be made and corresponding logos and designs need to reflect this (a presentation template will be provided). Due to the multi-donor structure, this is a highly important criterion and noncompliance can lead to termination of the contract!
- Whenever the AM is introduced (e.g., in meetings, presentations, etc.), the AM must be briefly explained and it must be mentioned that it is a European multi-donor initiative,



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implemented by GIZ, ESTDEV and Expertise France, and co-funded by the European Union, Estonia, France, and Germany. In addition, the EAC Secretariat should be mentioned as the main political partner.

The contractor and GIZ will agree on appropriate representation and visibility of the contractor's corporate logo and identity.

**Milestones**

The table below shows all deliverables and reports to be elaborated by the contractor. All deliverables and reports shall be provided in English or French language (in case of projects in DRC or Burundi) unless otherwise agreed.

In addition, the contractor will have at least bi-weekly briefing and status update calls or meeting with GIZ. At any time, GIZ can arrange for ad-hoc exchanges as required.

| <b>Deliverables</b>                                  | <b>Content</b>                                                                                                                        | <b>Milestones</b>              | <b>Delivery period (working days) for a single green-field project (for brownfield projects, full use of expert days may not be necessary)</b> |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Project scope/ToRs                                   | Revised Assignment Concept incl. summary of outcomes of the Kick-off Workshop and on-boarding sessions                                |                                | 3 expert days                                                                                                                                  |
| Evaluation of Expressions of Interest, Project Sheet | Evaluation of Expressions of Interest compared to eligibility criteria                                                                | WP 2: Expression of Interest   | 8 expert days                                                                                                                                  |
| Activity Brief                                       | Co-development of Activity Briefs in several iterations including involvement by project developer, financiers and other stakeholders | WP 3: Activity Brief           | 20 expert days                                                                                                                                 |
| Technical Assistance                                 | Implementation of Technical Assistance Package                                                                                        | WP 4: Technical Assistance     | 69 expert days                                                                                                                                 |
| Contract Closing Support                             | Support to contract closing                                                                                                           | WP 5: Contract closing support | 5 expert days                                                                                                                                  |
| Status Reports                                       | Bi-weekly update calls; review sessions and process discussions                                                                       | Ongoing                        |                                                                                                                                                |

In total, we estimate 100-200 expert days per greenfield project going through the entire sequence, depending on maturity, complexity and the partnership setup. Note that initial technical assistance for several projects has already started and will be transferred to the contractor at the time of contract award. Actual figures may therefore vary based on maturity of the project, progress of the initial technical assistance as well as bundling. A detailed effort for the technical assistance should be outlined by the contractor at the end of every Activity Brief stage. The contractor shall only proceed from one Work Package to the next with approval from GIZ.

### **2.3 Project and knowledge management requirements**

The contractor reports to GIZ regularly in accordance with the version of the General Terms and Conditions of Contract for supplying services and work on behalf of GIZ (GIZ AVB) that is applicable to this contract.

Requirements for company-wide learning, knowledge, and innovation: the contractor can be required to contribute to at least two regional/continental/global events per year; supports with the provision of information in the mid- and final evaluation of the programme; and provides a brief (virtual) debriefing with the commissioning GIZ EAC Cluster and the responsible Competence Centre Financial Systems Development and Insurance as well as Competence Centre for Digitalization and E-Government of the GIZ Sectoral Department at the end of the contract term, as well as submission (in a single package) of the materials developed (insight papers etc.) and interim and final reports to the Competence Centre.

#### Requirements on the assignment of experts:

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

#### Requirements on materials and equipment and operating costs:

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

#### Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. This includes splitting the effort into different “service packages” if required, the DEEP Programme and DTC Kenya package respectively. The detailed percentage split to allocate on each service package will be determined and communicated to the contractor after award.

#### Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the DEEP Programme. Regular monitoring activities must cover at least the following areas:
  - Degree (in percent) to which WPs are implemented
  - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
  - Results that have occurred in the contractor's sphere of responsibility
  - Results that have occurred outside the contractor's direct sphere of responsibility with an impact on the programme's objectives
  - Risks that have occurred in the course of implementing the assignment
  - Other relevant aspects if needed under the quarterly monitoring and reporting provisions of the EU-EAC DEEP Programme

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 or French.

- Inception report: After completion of Work Package 1, should summarize understanding of assignment, methodologies, document templates to be used and other details that have been agreed. Should be submitted minimum 3 weeks after the 2-day workshop. This report should be in English.
- Project scope/TORs: for each project that is proceeding to Work Package 3, the contractor shall deliver a scope/TORs for the project. This may be in French or English.
- Project sheet/other templates: in order to track Eols, templates such as project summary sheets may be used. These can be completed in cooperation with the project developers in English or French.
- Activity Brief: Deliverable of Work Package 3. May be in English or French.
- Other studies such as assessments, mappings or feasibility studies depending on project need: English or French.
- 2 Insight Papers (see Work Package 6). The papers should be in English.
- Status Reports: every six months the contractor shall deliver status reports with information about the progress made towards objectives in each of the monitoring areas specified above.

**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 contract should not require any processing of personal data by the contractor on behalf of GIZ. However, the performance of the contract may be associated with the processing of personal data by the contractor, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including regional and local laws. The contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles

such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. GIZ is NOT in any way responsible for such processing.

Where the contractor is not subject to the GDPR and the applicable laws do not contain any explanation of the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) could be helpful. GIZ is available to support the contractor whenever need arises.

Confidentiality between GIZ and the contractor is covered by the standard terms and conditions. If requested by the project developer, the contractor should be in position to sign a Non-Disclosure Agreement (NDA) with the project developer to safeguard commercially sensitive information.

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.

## **2.5 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:** as part of the technical service provision as defined in section 2.2, identify and analyse possible risks and recommend mitigation strategies to avoid increasing gender inequalities. Identify potentials for positive contributions to gender equality and develop recommendations for a gender-responsive and gender-transformative project design/implementation.
- **Environmental protection and climate action (climate change mitigation/adaptation):** as part of the technical service provision as defined in section 2.2, identify risks, recommend mitigation strategies, and highlight potentials for environmental protection, climate change mitigation and adaptation, to be analysed and taken into account in the project implementation cycle.
- **Conflict and context sensitivity:** as part of the technical service provision as defined in section 2.2, identify and analyse possible unintended negative impacts, develop recommendations around mitigation measures and conflict-sensitive project design approach; in addition, identify potentials for positive contributions to conflict resolution.
- **Human rights:** as part of the technical service provision as defined in section 2.2, identify and analyse possible unintended negative impacts, develop recommendations around mitigation measures and human rights-sensitive project design approach; in addition, identify potentials for positive contributions to human rights advancement

- **Security precautions:** in countries and assignment regions that are highly fragile and involve security risks, the contractor is required to utilise the GIZ Emergency Mass Notification System (EMNS) and inform the contracting authority about every mission, the experts travelling and their whereabouts in close cooperation with local Risk Management Offices (RMO) by GIZ.

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

### **3. Technical-methodological concept**

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

#### **3.1 Interpretation of objectives**

(section 1.1 of the assessment grid)

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

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

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

#### **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). In the context of this assignment, a key partner category will be the financing institutions or representatives from financing mechanisms, and these should be given due consideration.

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).

The process for planning, governing, and implementing requests for technical assistance reflects the WP sequence spelled out in section 2.2 and extends this by interactions with key stakeholders in the AM service provision (see Annex I).

### **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. In addition to describing the strategic approach, the tenderer is expected to describe the implementation of the strategy prescribed in section 2.2, and to name examples of previous relevant experiences.

#### **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. The tenderer should name experiences (what worked well, what worked less well, and what was done to improve).

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

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

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

**Gender equality**

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

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

– Not applicable –

**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':                                                                    | 2 points out of 10 (maximum) |
| Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)': | Not applicable               |
| Requirement: 'Conflict and context sensitivity':                                                   | 3 points out of 10 (maximum) |
| Requirement: 'Human rights':                                                                       | 5 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 DEEP Programme and the programme partners, and explains its backstopping strategy and the monitoring procedure.

The adequate project and process management, including defining the next steps and what is needed to make progress on a file, is an important precondition for a successful cooperation and execution of this assignment. All files need to be managed overall, and frequently aligned with GIZ.

#### **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 regions or countries 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 and/or with the commissioning DEEP Programme.

#### **3.4.3 Steering or coordination of measures with the relevant implementing partner**

(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them. In particular, the tenderer is expected to outline the effective steering and coordination of local experts in countries still to be identified in the course of the assignment.

#### **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 programme 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. This includes the monitoring of expert days, as well as progress of files towards bankable projects and closure.

### **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 national resources (for example national institutions, network partners etc.) in the context of service delivery (6 out of 10 points).
- The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical and administrative backstopping (4 out of 10 points).

## **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: Project Director** (section 2.1 of the assessment grid)

This position is a key expert.

#### Tasks of expert 1:

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the programme at local and national level
- Responsibility for taking cross-cutting themes into consideration (for example human-centric digital development, principles for digital development, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsible for making estimates of efforts and definition of scope for each project proposal at each stage of the process and check with GIZ
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ
- Collecting lessons learned and provide recommendations of continued improvement of approach and methodology, oversee the implementation of Work Package 6
- Maintaining contact with other key stakeholders and GIZ representation in the countries of activity (in close collaboration with GIZ programme staff)
- Project management of each project proposal, adapted to its context and maturity. Pro-active follow up of the process step by step, involving the correct stakeholders at each time and driving the process forward in an independent manner.



**Subject of the tender procedure: Technical Assistance for Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

Qualifications of expert 1:

|                                                                                                                        |                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.1.1 of the assessment grid):                                                             | University degree (Master's or German Diplom) in Business Administration, Economics, Engineering, Information Technology, Public Administration or another related field.                                                           |
| Language (section 2.1.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                                                                                                          |
| General professional experience (section 2.1.3 of the assessment grid):                                                | 12 years of accumulated professional experience in the Digital Transformation or Digital for Development sector (5 out of a possible 10 points), of which 10 years in a project management position (5 out of a possible 10 points) |
| Specific professional experience (section 2.1.4 of the assessment grid):                                               | 10 years of accumulated professional experience in the development and implementation of DPI projects and/or structuring of public infrastructure projects for financing purposes                                                   |
| Leadership/management experience (section 2.1.5 of the assessment grid):                                               | 10 years of management experience in projects, companies, or other organisations with disciplinary leadership                                                                                                                       |
| International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid): | 5 years of professional experience outside of Sub-Saharan Africa                                                                                                                                                                    |
| Professional experience in the country/region of assignment (2.1.7 of the assessment grid):                            | 5 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division)                                                                                                                           |
| Experience in the field of development cooperation (section 2.1.8 of the assessment grid):                             | 5 years of experience in development cooperation projects                                                                                                                                                                           |
| Other (section 2.1.9 of the assessment grid):                                                                          | - Not applicable -                                                                                                                                                                                                                  |

**Expert 2: Financial Advisor** (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2:

- Responsible for the financial planning and analysis, including financial models to assess the feasibility of a project, estimate demand as well as forecasting and scenario analysis to evaluate potential risks
- Support the preparation of projects budgets, including capital (CapEX) and operational costs (OPEX)
- Support in identifying and assessing financial risks and suggesting mitigation strategies
- Advise on optimal financing mechanisms and financing structures of a project (equity, debt, grants, guarantees, concessional loan etc.), including blended finance of European and other sources
- Support establishing key performance indicators and financial metrics to monitor projects progress
- Guide on the tailoring of project structures and proposals to the criteria for financing of the main European development finance institutions for public and/or private debt

**Subject of the tender procedure: Technical Assistance for Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director

Qualifications of expert 2:

|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.2.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Finance, Economics                                                                                                                                                                                                                                                                                                                                  |
| Language (section 2.2.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                                                                                                                                                                                                                                                                   |
| General professional experience (section 2.2.3 of the assessment grid):                                                | 10 years of accumulated professional experience in banking or finance                                                                                                                                                                                                                                                                                                                        |
| Specific professional experience (section 2.2.4 of the assessment grid):                                               | 10 years of accumulated professional experience in digital project financing and project structuring                                                                                                                                                                                                                                                                                         |
| 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): | 4 years of professional experience outside of Sub-Saharan Africa                                                                                                                                                                                                                                                                                                                             |
| Professional experience in the country/region of assignment (2.2.7 of the assessment grid):                            | 3 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division)                                                                                                                                                                                                                                                                                    |
| Experience in the field of development cooperation (section 2.2.8 of the assessment grid):                             | Not applicable                                                                                                                                                                                                                                                                                                                                                                               |
| Other (section 2.2.9 of the assessment grid):                                                                          | 5 years of experience in projects that mobilised key financial instruments for sustainable development, i.e. EFSD+ or Global Europe - NDICI as well as World Bank Group or similar (5 out of a possible 10 points); 5 years of experience with due diligence processes of main Development Finance Institutions such as EIB, KfW, Finnfund, World Bank Group (5 out of a possible 10 points) |

**Expert 3: Public Private Partnership Expert (section 2.3 of the assessment grid)**

This position is a key expert.

Tasks of expert 3:

- Responsible for facilitating collaboration between public and private sector, including advising on partnership and business models, i.e. public-private partnerships, identify risks between partners and advise on mitigation strategies
- Outline the advantages and disadvantages of different models for structuring the project such as PPP, provide recommendations and refer to international best practices
- Advise on compliance with legal and regulatory requirements of a PPP project

**Subject of the tender procedure: Technical Assistance for  
Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

- Facilitate communication and collaboration between various stakeholders, including government agencies, private investors, local communities, and regulatory bodies
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director

**Qualifications of expert 3:**

|                                                                                                                        |                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.3.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Business Administration, Public Administration or Finance                                                                                                              |
| Language (section 2.3.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                                                                                      |
| General professional experience (section 2.3.3 of the assessment grid):                                                | 8 years of professional experience with PPP Projects                                                                                                                                                            |
| Specific professional experience (section 2.3.4 of the assessment grid):                                               | 6 years of professional experience in Digital Government Services or DPI Projects                                                                                                                               |
| 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): | 5 years of professional experience outside of Sub-Saharan Africa                                                                                                                                                |
| Professional experience in the country/region of assignment (2.3.7 of the assessment grid):                            | 2 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division)                                                                                                       |
| Experience in the field of development cooperation (section 2.3.8 of the assessment grid):                             | - Not applicable -                                                                                                                                                                                              |
| Other (section 2.3.9 of the assessment grid):                                                                          | At least 3 examples of structuring PPP projects (5 out of 10 points); at least 3 examples in developing projects for European/World Bank Group Development Finance institutions/mechanisms (5 out of 10 points) |

**Expert 4: Digital Public Infrastructure / E-Government Services Expert** (section 2.4 of the assessment grid)

This position is a key expert.

**Tasks of expert 4:**

- Responsible for the planning and design of DPI systems including overseeing the specification process, costing, infrastructure and connectivity requirements, safeguards, change management plans
- Lead the discussions around architecture, design and tech stack bringing in advantages and disadvantages of different options and referring to international best practices

**Subject of the tender procedure: Technical Assistance for Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

- Lead the discussions around specifications in particular optimisation of government workflows and practices in order to ensure high uptake and high quality service delivery
- Ensure important aspects such as digital sovereignty, adherence to digital for development principles, international standards, cybersecurity, intraregional interoperability, quality and sustainability are adequately discussed and taken into account
- Apply the Universal DPI Safeguards Framework
- In liaison with the PPP expert, advise on matters of public trust, buy-in, privacy and inclusion in the planning and roll-out of DPI projects
- Advise on implementation timelines, change management and roll-out plans, strategies and capacity needs
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director

**Qualifications of expert 4:**

|                                                                                                                        |                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.4.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Business Administration, Engineering, Information Technology, Public Administration, Software Engineering or Software Architecture |
| Language (section 2.4.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                                                  |
| General professional experience (section 2.4.3 of the assessment grid):                                                | 10 years of professional experience in the Software Development field                                                                                                       |
| Specific professional experience (section 2.4.4 of the assessment grid):                                               | 6 years of professional experience in the development and roll out of DPI, DPGs or E-Government Services Projects                                                           |
| Leadership/management experience (section 2.4.5 of the assessment grid):                                               | - Not applicable -                                                                                                                                                          |
| International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid): | 4 years of professional experience outside of Sub-Saharan Africa                                                                                                            |
| Professional experience in the country/region of assignment (2.4.7 of the assessment grid):                            | 3 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division)                                                                   |
| Experience in the field of development cooperation (section 2.4.8 of the assessment grid):                             | 3 years of experience in development cooperation projects                                                                                                                   |
| Other (section 2.4.9 of the assessment grid):                                                                          | 1 year of experience in a developing country context in deploying population scale digital programmes such as ID, payments, health, agriculture or others.                  |

**Expert 5: Digital Consultant** (section 2.5 of the assessment grid)

This position is a key expert.

**Subject of the tender procedure: Technical Assistance for  
Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

Tasks of expert 5:

- Support the Project Director and technical experts with technical and administrative activities.
- Supporting activities as connective link between management team and advisor pool as well as ad-hoc support.
- Moderation of workshops for the exploration of support requests
- Support the DPI/E-Government Services Expert on the plans for the technical design and implementation of the projects
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director.

Qualifications of expert 5:

|                                                                                                                        |                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.5.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Business Administration, Economics, Engineering, Social Science, Information Technology or related field |
| Language (section 2.5.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                        |
| General professional experience (section 2.5.3 of the assessment grid):                                                | 4 years of professional experience in the Digital Transformation Sector                                                                           |
| Specific professional experience (section 2.5.4 of the assessment grid):                                               | 2 years of professional experience in implementation of DPI, DPG or E-Government Services Projects                                                |
| Leadership/management experience (section 2.5.5 of the assessment grid):                                               | - Not applicable -                                                                                                                                |
| International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid): | 2 years of professional experience outside Sub-Saharan Africa                                                                                     |
| Professional experience in the country/region of assignment (2.5.7 of the assessment grid):                            | 2 years of professional experience in Sub-Saharan Africa                                                                                          |
| Experience in the field of development cooperation (section 2.5.8 of the assessment grid):                             | 2 years of experience in development cooperation projects                                                                                         |
| Other (section 2.5.9 of the assessment grid):                                                                          | - Not applicable -                                                                                                                                |

**Expert 6: Payment Systems Expert** (section 2.6 of the assessment grid)

This position is a key expert.

Tasks of expert 6:

- Lead the assessment and design of regional and national payment systems, ensuring alignment with international standards (e.g. ISO 20022, CPMI-IOSCO Principles)

**Subject of the tender procedure: Technical Assistance for Digital Public Infrastructure Projects in the EAC**

**Transaction number:**

- Support the modernization of payment infrastructure, including RTGS, ACH, mobile money interoperability, and instant payment systems
- Outline advantages and disadvantages of different technical designs and approaches, making reference to international standards and taking into account local capacity, infrastructure, digital sovereignty, safeguards and other factors
- Advise on digital financial services innovation, including Central Bank Digital Currencies (CBDCs), stablecoins, fast payment systems, and fintech-driven solutions
- Ensure alignment with considerations for financial inclusion and other strategic development priorities
- Lead the discussions around infrastructure requirements and cybersecurity aspects of payment systems, in accordance with national and international regulatory requirements
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director.

**Qualifications of expert 6:**

|                                                                                                                        |                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.6.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Economics, Finance, Information Technology                                                                                                                                                                                                                                 |
| Language (section 2.6.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                                                                                                                                                                                          |
| General professional experience (section 2.6.3 of the assessment grid):                                                | 8 years of professional experience in the Digital Finance sector                                                                                                                                                                                                                                                    |
| Specific professional experience (section 2.6.4 of the assessment grid):                                               | 6 years of professional experience in design, implementation, operations or supervision of national or regional payment systems                                                                                                                                                                                     |
| Leadership/management experience (section 2.6.5 of the assessment grid):                                               | - Not applicable -                                                                                                                                                                                                                                                                                                  |
| International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid): | 4 years of professional experience outside Sub-Sahara Africa                                                                                                                                                                                                                                                        |
| Professional experience in the country/region of assignment (2.6.7 of the assessment grid):                            | 4 years of professional experience in Sub-Saharan Africa                                                                                                                                                                                                                                                            |
| Experience in the field of development cooperation (section 2.6.8 of the assessment grid):                             | 1 year of experience in development cooperation projects                                                                                                                                                                                                                                                            |
| Other (section 2.6.9 of the assessment grid):                                                                          | 3 years of experience from a developing country context in deploying population scale payment systems at either national, regional level or both (5 out of a possible 10 points); 3 years of experience with application of global standards such as CPMLIOSCO, FATF, or ISO 20022 (5 out of a possible 10 points). |

**Expert 7: Digital Policy and Regulatory Expert** (section 2.7 of the assessment grid)

This position is a key expert.

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Tasks of expert 7:

- Lead the assessment of feasibility of DPI projects within national, regional and global regulatory frameworks, policies and standards
- Provide recommendations on solutions in case there is absence or conflict of the project with national regulatory frameworks (e.g. conflicting cybersecurity standards, data protection laws etc.)
- From the onset, advise on the harmonization of DPI standards of national initiatives with regional or international frameworks (e.g. AU Data Policy Framework, Pan-African Payment and Settlement System, Smart Africa Trust Alliance) to enable potential cross-border scaling
- Provide recommendations on the development, revision and improvement of national and regional regulatory frameworks in accordance with international best practices
- Highlight risks in the project proposals arising from the regulatory environment and identify trade-offs (e.g. between sovereignty and innovation speed)
- Advise on aspects such as data privacy, cybersecurity, consumer protection, service delivery standards, quality assurance and other relevant regulatory aspects
- Apply the Universal DPI Safeguards Framework
- Lead the discussion with local and regional policymakers on regulatory aspects
- Ensure synergies between project proposals and other work carried out by the EU-EAC DEEP programme on the enabling environment
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director.

Qualifications of expert 7:

|                                                                                                                        |                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.7.1 of the assessment grid):                                                             | University degree (Bachelor's degree) in Law, Economics, Finance, Political Science, International Relations, Public Policy or related studies. |
| Language (section 2.7.2 of the assessment grid):                                                                       | Knowledge of English, C1-level in the Common European Framework of Reference for Languages                                                      |
| General professional experience (section 2.7.3 of the assessment grid):                                                | 8 years of professional experience in the Digital Policy sector                                                                                 |
| Specific professional experience (section 2.7.4 of the assessment grid):                                               | 4 years of professional experience in implementation of DPI, e-government services or developing/implementing digital policy frameworks         |
| Leadership/management experience (section 2.7.5 of the assessment grid):                                               | - Not applicable -                                                                                                                              |
| International professional experience outside the country/region of assignment (section 2.7.6 of the assessment grid): | 4 years of professional experience outside Sub-Sahara Africa                                                                                    |
| Professional experience in the country/region of assignment (2.7.7 of the assessment grid):                            | 2 years of professional experience in the East African Community                                                                                |



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|                                                                                            |                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Experience in the field of development cooperation (section 2.7.8 of the assessment grid): | 1 year of experience in development cooperation projects                                                                                                                                                                                                   |
| Other (section 2.7.9 of the assessment grid):                                              | 3 years of experience in reviewing or aligning regulatory frameworks with international standards (5 out of a possible 10 points); 3 years of experience in regional harmonization initiatives (e.g. EAC, COMESA, AfCFTA) (5 out of a possible 10 points). |

**Expert 8: Pool 1 'Local DPI Experts' with 4-6 experts** (section 2.8 of the assessment grid)

In derogation from the number of experts mentioned above, 4 CVs must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

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:

- Coordination and engagement role with relevant local actors in the respective countries.
- Supporting activities as connective link between project management and expert team as well as connector and facilitator to local partners.
- Knowing the relevant ecosystem and actors in the countries and have the ability to ad-hoc engage with them to support through local guidance projects activities without any delay.
- Regular engagement with the local stakeholders as well as relationship management with the partners in the countries
- Carry out local due diligence processes
- Carry out environmental impact assessments
- In the iteration process of the activity brief or during the technical assistance, provide local political context, input, gather relevant documentation and information on the ground and review recommendations and reports from a local accuracy and risk climate perspective
- As agreed with project director, support on-going activities in respective country
- Prepare and participate in events or workshops in the country of assignment.
- Deliver tasks and take on responsibilities as agreed with the Project Director and report back to the Project Director

Qualifications of the expert pool:

|                                                            |                                                                                                                                                                                         |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.8.1 of the assessment grid): | All experts with a university degree (Bachelor's degree) in Finance, Business Administration, Economics, or Engineering                                                                 |
| Language (section 2.8.2 of the assessment grid):           | All experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages (6 out of 10 points), of which 2 experts with knowledge of French, C1-level |

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|                                                                                                                        |                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|                                                                                                                        | in the Common European Framework of Reference for Languages (4 out of 10 points)                  |
| General professional experience (section 2.8.3 of the assessment grid):                                                | All experts with 6 years of professional experience in the Digital Transformation                 |
| Specific professional experience (section 2.8.4 of the assessment grid):                                               | All experts with 4 years of professional experience in DPI, DPG or E-Government Services projects |
| Leadership/management experience (section 2.8.5 of the assessment grid):                                               | - Not applicable -                                                                                |
| International professional experience outside the country/region of assignment (section 2.8.6 of the assessment grid): | - Not applicable -                                                                                |
| Professional experience in the country/region of assignment (2.8.7 of the assessment grid):                            | All experts with 4 years of professional experience in the East African Community                 |
| Experience in the field of development cooperation (section 2.8.8 of the assessment grid):                             | All experts with 3 years of experience in development cooperation projects                        |
| Other (section 2.8.9 of the assessment grid):                                                                          | - Not applicable -                                                                                |

UN DESA regions are defined as North Africa, Sub-Saharan Africa, East Africa, Central 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 [UNSD 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.

| <b>Expert</b>                                  | <b>Days in country of residence / remote</b> | <b>Days in country of assignment</b> | <b>Total expert days</b> | <b>Consecutive stay &gt; 3 months</b> | <b>International flights (single way)</b> | <b>Regional/National flights (single way)</b> |
|------------------------------------------------|----------------------------------------------|--------------------------------------|--------------------------|---------------------------------------|-------------------------------------------|-----------------------------------------------|
| Expert 1: Project Director                     | 149                                          | 6                                    | 155                      | No                                    | 8                                         | 0                                             |
| Expert 2: Financial Advisor                    | 79                                           | 6                                    | 85                       | No                                    | 6                                         | 0                                             |
| Expert 3: PPP Expert                           | 79                                           | 6                                    | 85                       | No                                    | 6                                         | 0                                             |
| Expert 4: DPI / E-Government Services Expert   | 90                                           | 20                                   | 110                      | No                                    | 8                                         | 0                                             |
| Expert 5: Digital Consultant                   | 100                                          | 10                                   | 110                      | No                                    | 6                                         | 0                                             |
| Expert 6: Payment Systems Expert               | 70                                           | 20                                   | 90                       | No                                    | 8                                         | 0                                             |
| Expert 7: Digital Policy and Regulatory Expert | 55                                           | 5                                    | 60                       | No                                    | 4                                         | 0                                             |
| Expert Pool 1: Local DPI Experts               | 130                                          | 100                                  | 230                      | No                                    | 0                                         | 20                                            |

### **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 (CO<sub>2</sub> emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO<sub>2</sub>-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO<sub>2</sub> 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 85,000.00

Budget for CO<sub>2</sub> offsets for flights: EUR 4,420.00. An unalterable budget for CO<sub>2</sub> 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 (international and national flights / economy class)
- Other transport costs (car rental and taxi costs for airport transfer and other regional travel)
- Ancillary travel expenses (visa, communications etc.)

Per-diem allowances are reimbursed as a lump sum 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>). Airfares, transport costs and ancillary travel expenses are reimbursed on presentation of evidence.

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 between 75% and 100% of 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 **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 -

#### **5.6 Workshops, education and training**

Workshop costs will be covered by GIZ. Travel expenses and expert days relating to workshops are included in the numbers and budgets specified in sections 5.1 and 5.3 of these terms of reference.

#### **5.7 Local contributions**

- Not applicable -

#### **5.8 Other costs**

- Not applicable -

#### **5.9 Flexible remuneration item**

Budget for flexible remuneration: EUR 84,000.00

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

### **6. Requirements on the format of the tender**

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

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

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

The CVs 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) (if relevant)
- 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.

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**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 7.2 can be considered only as an alternative to the option in 7.1.

**8. Annexes**

Annex I: Draft eligibility criteria of EAC DPI AM

Annex II: List of submitted project proposals by Ministry of ICT and National Guidance Uganda