

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

CONFIDENTIAL

Project title:	Processing number:
MoVe Senegal - <i>Mobilité Verte au Sénégal (Green Mobility)</i>	G-012381-001
Country:	Internal order:
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Subject of the tender procedure:	Tender number:
Development of a green corridor project and street design training in Dakar	10015490

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Subject of the tender procedure:

Transaction number: 10015490

0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
CETUD	Executive Council for Sustainable Urban Transportation of Dakar Metropolitan Region
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
MiTTA	Senegalese Ministry for Land and Air Transport
PFS	Pre-feasibility study
PMUD	<i>Plan de Mobilité Urbaine Durable</i> (Sustainable Urban Mobility Plan)
RTC	<i>Restructuration du réseau de transport en commun</i> (Restructuring the public transport network)
ToRs	Terms of reference
UCAD	<i>Université Cheikh Anta Diop de Dakar</i>

1. Context

The services to be provided according to these Terms of reference (ToRs) shall be executed in the context of the project “MoVe Senegal - *Mobilité Verte au Sénégal (Green Mobility)*”. This project is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, in partnership with the Senegalese Ministry of Road and Air Transports, (MITTA) which is the political counterpart, and the Executive Council for Sustainable Urban Transportation (CETUD) being the implementing partner. MoVe Senegal is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). The project is part of the development cooperation programme "Sustainable Energy Supply and Urban Development in Senegal", which aims to make cities sustainable, climate-neutral, resilient and liveable.

The MoVe Senegal is in line with the Senegal National Development Strategy 2025-2029, which is a strategy for implementing its Vision 2050. Senegal's climate protection targets, set out in the Nationally Determined Contributions (NDCs), provide for a reduction in greenhouse gas emissions by 23% and 29% (subject to external support) by 2030.

The National Strategy for Sustainable Development (*Stratégie Nationale de Développement Durable*) forms the overarching strategic framework for the implementation of the Sustainable Development Goals of the 2030 Agenda in Senegal. It notes the role of the transport sector and the improvement of urban mobility in the country's economic development.

In Senegal, the transport sector accounts for 64% of fossil fuel consumption and thus also the largest share of the associated greenhouse gas emissions. The majority of transport demand is generated in the Dakar metropolitan area with 3.9 million inhabitants, whose number will rise to 5.9 million by 2030. According to forecasts from the city's Sustainable Urban Mobility Plan (*Plan de Mobilité Urbaine Durable*, PMUD), transport demand in the centre of Dakar will increase by 40% by 2035. On the outskirts, demand is expected to increase fivefold compared to 2019. In addition, the number of passenger cars and motorcycles continues to increase due to growing prosperity; motorised private transport will double in the next 10 years. However, the road network is already reaching its capacity limits: traffic congestion, CO₂ emissions, pollutants and noise as well as accidents are increasing.

On the basis of the PMUD, several projects have been developed in the Dakar metropolitan area such as the *Train Express Régional* (TER) line from the city centre to Diamniadio, the Bus-Rapid-Transit (BRT) system from the city centre to Guediawaye and a system of feeder buses to the BRT and TER (in planning phase, the project *Restructuration du réseau de transport en commun* – RTC, Restructuring the public transport network). Both the BRT and the TER are high-capacity transport systems and form the backbone of future public transport in the Dakar region. The PMUD also foresees to develop a Walking Strategy (*E-19.01. – Plan directeur piéton*) and a Cycling Strategy (*E-17.01 Etude strategique velo*).

In Dakar, 69% of journeys are made on foot. However, pedestrians face considerable dangers because sidewalks and crossings are often poorly planned, dilapidated, or non-existent. Over 60% of road users complain about the lack of sidewalks or their obstruction by parked cars, mobile traders, shops, and informal public transport stops.

Road safety is perceived as inadequate by half of the pedestrians in Dakar. In Senegal, around a third of the dead and injured in traffic accidents are on foot. 55% of those surveyed complain about a lack of intersections of roads. In addition, 70% of respondents in Dakar complained about night-time security in public places, while 47% still criticized it in the vicinity of the home. 63% complain about a lack of lighting in the streets and squares.

Only around 1% of journeys in Dakar are made by bicycle, despite its widespread use in other cities in the country. The lack of infrastructure, disregard for traffic rules by motorists, high risk of bicycle theft, and obstructions caused by parking and stalls make cycling extremely dangerous in Dakar. 90% of men, but only 36% of women, can ride a bicycle and only 15% of the residents have a bicycle.

The disparities between men and women are a characteristic aspect of mobility in Dakar (Transitec 2021: *Mobilité des Femmes dans les Villes Africaines*). Women are less mobile than men, cover shorter distances overall and walk more (72% compared to 67%). Only 3% of women have a driver's license, compared to 23% of men. Access to motorized vehicles is of comparable magnitude.

Overall, the city lacks a coherent strategy for active modes of transport that aims to integrate walking and cycling into the urban transport system. To date, transport planners have focussed mainly on automotive transport and to a lesser extent on public transport. Transport infrastructure for active modes is rarely planned, and if it is, then only as part of individual projects, such as the creation of cycle lanes along the new BRT corridor or a city council cycling project along a fitness trail. As a result, there is neither a coherent cycle path network nor high quality infrastructure for pedestrians.

Therefore, project's primary objective is to anchor active mobility as an integral component of transport planning in the Dakar metropolitan region. It is structured in 3 outputs:

- Output 1 focuses on strategies and coordination. Within this output a Steering Committee for Active Mobility will be supported, a strategy for walking and cycling will be prepared and action plans for the improvement of active mobility in the Dakar Metropolitan Region will be developed.
- Output 2 aims to strengthen the technical competences of technical experts to improve the pedestrian access to public transport in the Dakar metropolitan region. In this output a Green Corridor to improve pedestrian access to public transport will be prepared with the public administrations of the Dakar metropolitan region, based on a participation process.
- Output 3 focuses on increasing the use of bicycles among pupils and students in the Dakar metropolitan region. To this end, a bike sharing system will be developed on the campus of the *Université Cheikh Anta Diop de Dakar* (UCAD) together with CETUD and the university administration. This includes the identification of a suitable business model, the implementing of the bike sharing system and the development of plans to connect the campus to the public transport system using active modes.

This consultancy will be focussed on Output 2, in particular the preparation of the Green Corridor project and building capacity to enable key stakeholders to develop similar projects in the future.

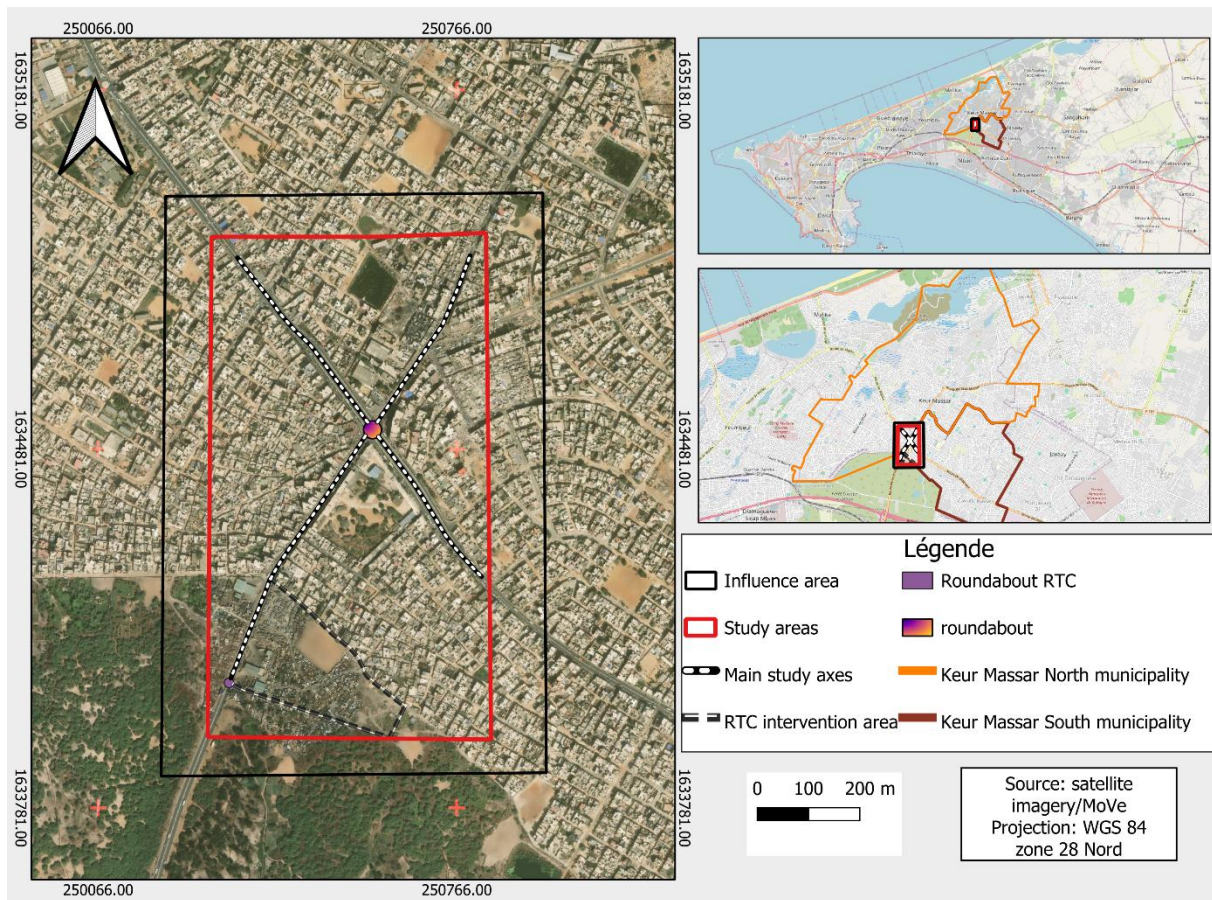


Figure 1: Location of the green corridor

The green corridor will be located in the department of Keur Massar, a peri-urban area of the Dakar region. The study area is formed by segments of the two axial roads crossing at the main roundabout below the Keur Massar overpass. Each segment is less than 1 km long, Nonetheless, the study should cover the local roads in the influence area. This place was targeted for several reasons:

- The department of Keur Massar has an important population growth rate with many new residential and commercial buildings.
- The selected area has a very high pedestrian demand during peak hours.
- Moreover, informal public transport including semi taxis with random stops and parking make the sharing of public space very difficult.

In addition, a project of redevelopment of a minibus station (so-called “Ndiaga Ndiaye”) is ongoing in parallel in the study area in the framework of the RTC project. This consultancy will therefore focus on the improvement of access to public transport with a strong link with the project of redevelopment.

GIZ will support CETUD, the *Préfecture* de Keur Massar and local authorities in charge for the identified road section to develop a Green Corridor street transformation project by conducting the following activities:

- Implementation of participation processes with the local governments in the region of Dakar to consider the needs of vulnerable groups (incl. street vendors) in the improvement of pedestrian access to public transport in the metropolitan region of Dakar.
- Advisory to CETUD in the implementation of participation processes with economic interest groups of semi-formal taxis, in order to improve integrated planning and thereby access to public transport.
- Preparation of a fit-for-implementation Green Corridor for the improvement of access to public transport, in cooperation with the steering committee and potential donors.
- Implementation of a demonstration measure with local governments in the region of Dakar to improve safety of pedestrians, e.g. tactical urbanism measures or similar.
- Implementation of regular trainings on active mobility with the technical staff of planning and implementation authorities responsible for transport in Dakar.

2. Tasks to be performed by the contractor

2.1 Term

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

2.2 Objectives, indicators, work packages, milestones

The project MoVe Senegal comprises in total 3 Outputs. In particular, the contractor contributes to achieving the objectives and indicators described in Output 1, aiding GIZ to fulfil Output indicator 1.2, and Module Objective Indicator 2 and Output 2, aiding GIZ to fulfil Module objective indicator 2, Output indicator 2.1 and Output indicator 2.2 further described below.

Module objective: Active mobility is established as an integral component of transport planning in the Dakar metropolitan region.

Module objective indicator 1

A Steering Committee on Active Mobility in Dakar has been established, which permanently coordinates the planning and implementation of all measures for active mobility in the metropolitan region.

Baseline: 0 Steering Committees on Active Mobility (currently there are only project-based Steering Committees, but no permanent and inter-institutional steering mechanism on active mobility in Dakar)

Target value: 1 Steering Committee on Active Mobility

Module objective indicator 2

4 reference tools for the planning and implementation of measures to improve pedestrian access to public transport, including 1 on gender aspects, are used by decision-makers in the Dakar metropolitan region.

Baseline: 1 reference instrument (PMUD), of which 0 on gender aspects

Target value: 4 reference instruments, including 1 on gender aspects (to be achieved by 12/2026). (The contractor is responsible for achieving 1 reference instrument.)

The reference instruments are strategies and plans, administrative and financing regulations, technical and non-technical specifications and standards, procedural instructions, processes, cooperation formats, guidelines and recommendations for action that contribute to improving pedestrian access to public transport.

Output 1:

Output indicators:

1.2 Output indicator: 6 action plans for the improvement of active mobility in the Dakar Metropolitan Region were drawn up, including a cost and schedule for the implementation by the agencies or city administrations of the Dakar metropolitan region involved the Steering Committee.

Baseline: 0 action plans (no action plans have been drawn up yet)

Target value: 6 action plans (The action plans can cover the topics of road safety; pedestrian networks, green corridors / climate-resilient infrastructure for active mobility, safety of girls and women in public spaces, cycle route networks, and coordination of urban and transport planning.)

Output 2:

Output indicators:

2.1 Output indicator: 1 participation process with 4 stakeholder groups to improve access to public transport for pedestrians in the Dakar metropolitan region,

considering the needs of marginalized groups, was implemented by professionals from the public administrations.

Baseline: 0 participation processes with stakeholder groups (no participation processes have been carried out so far)

Target value: 1 participation process with 4 stakeholder groups (The contractor is responsible for planning and supporting the implementation of the participatory process.)

2.2 Output indicator: 1 Green Corridor to improve pedestrian access to public transport has been prepared ready for implementation with the public administrations of the Dakar metropolitan region.

Baseline: 0 Green Corridors (no projects to prepare Green Corridors)

Target value: 1 Green Corridor (The contractor is responsible for delivering a Pre-Feasibility Study and supporting the development of ready-to-implement project)

A technical committee regrouping key stakeholders will be established by CETUD to accompany the implementation of Output 2 activities. The consultancy is expected to engage and exchange with the Technical Committee.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1: Baseline study

General description of the task:

Objective of the Work package is to create a basic understanding of the intervention area, urban functionalities, transport characteristics, environmental conditions as well as legal frameworks. Further, it is necessary to assess available data, identify data gaps and conduct necessary additional data gathering with different methodologies.

Activities

- Assess available data and identify data gaps for the Green Corridor in Keur Massar
- Analyse existing studies & data regarding Green Corridors
- Determine the area of influence of the Green Corridor
- Conduct data gathering (e.g. air quality measurements and further environmental assessments, user surveys, traffic counts)
- Develop a base line study report for the selected Green Corridor
- Coordinate the data availability, gathering of additional data and development of the baseline study with the Technical Committee in close collaboration with CETUD, MiTTA and GIZ.

Deliverables

D 1.1. Methodological orientation report. The report should contain:

- Description of the context and justification of the study
- Description of understanding of the terms of reference
- Description of the methodology that will be used
- Proposition of a detailed and exhaustive timeline of all deliverables. The proposed timeline is subject to approval.

D 1.2. Base line study report. The report will contain at least the following chapters:

- Description of the methodology of the baseline study report (in order to support the replication in other projects)
- Assessment of data availability, identification of data gaps, develop requirements and planning the gathering of additional data
- Subcontract (in agreement with GIZ) a third party to conduct additional data gathering, steer the works of the sub-contractor and supervise data gathering and data processing. See also section 5.8 of this ToR.
- Urban and economic context analysis of the selected corridor (physical characteristics, land-use, existing infrastructure, urban functionalities, assessment of economic activities, use of street & public space, socio-demographic characteristics, service supply of informal sectors)
- Travel Demand analysis for the Corridor (Quantitative): Analysis of trip generation & attraction, travel demand and modal share & shift.
- Travel Demand analysis for the Corridor (Qualitative): Analysis of the demanded/expected quality of the transport services and infrastructure
- Supply quality: Analysis of the actually provided transport services and infrastructures, related challenges for pedestrians, cyclists, public transport users, parking situation, conflicts between road users as well as transport & user urban functionalities, road safety)
- Capacity Analysis: Analysis of the capacity of the infrastructure and different transport mode, contrasting against typical capacities of similar road corridors in other cities (for all transport modes)
- Environmental quality analysis (air quality analysis, challenges related to waste, contamination of harmful substances, inventory of vegetation and related challenges, assessment / evaluation of biodiversity)
- Climate stress analysis (Description of urban climate conditions, Impact of droughts, heat waves, heavy rainfalls and other extreme-weather events on the selected corridor, identification, characterisation and visualisation of heat islands and further climate impact)

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- Gender and social inclusion analysis (identification of vulnerable groups, security, accessibility for persons with disabilities)
- Organizational and institutional setting: evaluation of the current and future strategies of CETUD and the local authorities of the department of Keur Massar relating to the Green Corridor
- Legal analysis (key regulation, local and national laws to be considered for the corridor development, overview on rights of different user groups (e.g. transparency laws, regulation on civic participation & stakeholder consultation)
- Information on best practices (State-of-the-Art): assessment of similar green corridor projects in other countries including preferably examples in regional proximity (incl. e.g. a similar green corridor project currently in planning in Yaoundé, Cameroon).
- Annexes: Templates for data collection, surveys and other materials used.

The report shall be written in French language and delivered in Word and PDF formats, photos and graphs shall be provided in high-quality and editable formats.

D 1.3. Baseline study slide deck. Slide deck will contain at least the following contents:

- Key information and illustrations along the contents of the base line report
- Brief visualisations of current situation vs. potential solutions (visualisations with AI support, best practice examples from other locations that might be applied in Dakar)

The presentation shall be provided in French language and delivered in PPT format.

D 1.4. Data collected from interviews, survey, traffic counts in editable formats in French language. Photos in high-quality jpg or raw formats. Graphs and illustrations in vector graphics, InDesign or similar formats. Quantitative data available in *machine-readable open formats* (specifying .csv, .json, .xml, etc.). GIZ aims at, subsequent to approval of political partners to publish the data on mobility data platforms such as the TUMI Mobility Data Hub (<https://hub.tumidata.org/>) to attract further resources and referencing.

Milestones for work package 1	Delivery period
D 1.1. Methodological Orientation report	1 month after contract start
D 1.2. Base line study report	3 months after contract start
D 1.3. Baseline study slide deck	3 months after contract start
D 1.4. Data collected	3 months after contract start

Work package 2: Participation process

General description of the task:

Goal of the work package is to identify interested parties in the Green Corridor, provide insights into their interests and attitudes, identify potential conflicts early on, develop &

implement appropriate measures and manage their involvement in the corridor project development. Further, the work package aims at securing a gender-sensitive and inclusive process and project design.

Activities

- Review existing experiences from participative processes in Metro Dakar region, such as the “[Dakar - Pépinières Urbaines](#)” project
- Coordinate the participation process, including all its steps and the respective deliverables with the Technical Committee for Output 2, in close collaboration with CETUD, MITTA and GIZ.
- Conduct a comprehensive stakeholder analysis (covering e.g. affected vulnerable groups in particular women, street vendors, pedestrians and people with disabilities; and all other relevant or affected stakeholders e.g. government bodies, popular transport /semi - taxi providers)
- Conduct interviews, surveys and other methodologies to understand the interests & needs of different user groups and their attitudes and influence on the project
- Elaborate a comprehensive participation strategy (Including methodological design & definition of measures, communication strategy, workshop formats, at least one virtual participation measure and other participatory measures)
- Conduct participatory measures jointly with the local project team and CETUD (including facilitation, moderation, and mediation)
- Subcontract (in agreement with GIZ) a third-party provider to support conducting participatory processes, steer and supervise the work of the sub-contractor. See also section 5.8 of this ToR
- Evaluate and document the results of the participatory process
- Derive requirements and inputs for the green corridor project
- Derive lessons-learned for future participatory projects in urban development & transport

Deliverables

D 2.1. Stakeholder analysis report. The report will contain at least the following chapters:

- Description of methodology of a stakeholder analysis (to support the replication in other contexts)
- Identification of relevant government institutions and their responsibilities/role in corridor development
- Identification of key user & interest groups (street vendors, informal transport providers, other informal businesses, different (transport) user groups, neighbourhood

groups (including “chef de quartier”) and related informal and formalized interest groups)

- Evaluation (categorisation and interpretation of the identified stakeholders)
- Attitudes of different stakeholders to the project (positive, negative, neutral) and potential impact on the implementation of the project (strong / weak in both positive and negative sense)
- Characterisation of relations and conflicts between the different stakeholders
- Annexes: Templates for data collection, surveys and other materials used.

The Stakeholder analysis shall be written in French language and delivered in Word and PDF formats, photos and graphs shall be provided in high-quality and editable formats.

D 2.2. Stakeholder analysis slide deck. The slide deck will contain at least the following contents

- Key information and illustrations along the contents of the stakeholder analysis report
- Photos illustrating typical behaviour and related challenges of different stakeholder groups in public (street) space.

D 2.3. Participation Strategy. The strategy will contain at least the following:

- Definition of general principles for the involvement and interaction with different stakeholders in the green corridor project (ranging from information, consultation, involving them as experts up to involvement in decision making)
- Elaboration of criteria for the selection of at least 4 key stakeholder groups, evaluation and preparation of the selection for validation/decision of CETUD and the technical committee (more key stakeholder groups may need to be identified and selected).
- Development of a set of instruments for stakeholder participation in the green corridor
- Provide tools and recommendations how to address identified (and further potential) target conflicts, conflicts between interest groups and general opposition to the project.

The Participation strategy shall be written in French language and delivered in Word and PDF formats.

D 2.4. Materials to support participatory measures

- Information materials to support stakeholder involvement in the green corridor project
- Templates and best-practice examples from other participatory processes (particularly from participatory processes conducted in West or Central Africa and Europe)

- Slide deck with easy-to-replicate templates for facilitating participatory workshops (e.g. to be used on whiteboards, pinboards or as large-format print-outs)
- Set of tailor-cut materials to be used during participatory measures of the Green Corridor Project
- Templates for documentation and analysis of participatory workshops, surveys etc.

The materials will be provided in French language in editable forms (PPT, Word, XLS).

D 2.5. Results report of the participatory process, containing at least the following:

- Documentation of conducted participatory measures, including photos
- Qualitative and quantitative analysis of the participatory process
- Derivation of inputs for the green corridor projects (definition of requirements of public street space, urban equipment and street design, summary of recommendations and needs of at least four different user groups,
- Lessons-learned for future participatory processes in urban development & transport

The Results report shall be written in French language and delivered in Word and PDF formats, photos and graphs shall be provided in high-quality and editable formats.

D. 2.6. Reference Toolkit for Participation in Urban development & mobility projects

- Building on D 2.1-D.2.5, produce a Reference Tool that guides the future replication of participatory measures in Metro Dakar region
- The toolkit will contain at least:
 - o Comprehensive set of materials for participatory measures (building on and expanding on D 2.4.)
 - o Materials for stakeholder identification and analysis (e.g. applicable in workshop sessions or individually as part of desk research)
 - o Methodologies and strategies for identifying and planning suitable participatory measures for different project contexts in the field of urban development and mobility projects
 - o Lessons learned from the Green Corridor participation processes & derivation of specific recommendations for future participatory processes in the Dakar region

The reference toolkit shall be provided in French **and** English language and delivered in Word and PDF formats, photos and graphs shall be provided in high-quality and editable formats.

Milestones for work package 2	Delivery period
D 2.1. Stakeholder analysis report	2 months after contract start
D 2.2. Stakeholder analysis slide deck	2 months after contract start
D 2.3. Participation Strategy	4 months after contract start
D 2.4. Materials to support participatory measures	6 months after contract start
D 2.5. Results report of the participatory process	10 months after contract start
D. 2.6. Reference Toolkit for Participation in Urban development & mobility projects	11 months after contract start

Work package 3: Pre-feasibility Study for green corridor

General description of the task:

Building on the Baseline Study report and the results of the participatory process, the work package aims at conducting a comprehensive pre-feasibility study (PFS) for the Green Corridor project. The PFS will look into different project alternatives, develop conceptual designs, assess the impacts, quantify investment needs, conduct cost-benefit-analysis, risk assessment and develop an implementation strategy to define next steps towards the implementation of the Green Corridor

Activities

- Develop a complete but compact PFS for the Green corridor project
- Coordinate the PFS, including all its steps and the respective deliverables with the Technical Committee in close collaboration with CETUD, MITTA and GIZ.
- Integrate results from WP 1 and WP 2 into the PFS and conduct additional data gathering if necessary
- Identify and evaluate project (design) alternatives
- Develop conceptual designs
- Conduct preliminary impact assessments (incl. positive and negative impacts for affected users/stakeholders), cost-benefit analysis and risk assessment
- Advise the *Préfecture* of Keur Massar, the communes of Keur Massar and CETUD on the detailed engineering design and other documents for project implementation (review, support)
- Develop project pitch intended to convince key decision makers and financiers
- Develop implementation and communication strategy

Deliverables

D 3.1. Technical Alternatives & Conceptual Designs

- Jointly with key stakeholders of Dakar, identify all potential alternatives and propose the most appropriate technical alternative for the Green Corridor (to be agreed with CETUD and local administrations). Technical alternatives include all possible solutions (alternatives) for dealing with the specific transport challenges of the Green Corridor, more specifically referring to substantially different solutions for traffic organisation and street design in the intervention area. This includes:
 - Assessing all possible solutions (alternatives) for dealing with the ‘specific’ transport problem.
 - Analyzing the different technical, costing, environmental, and social characteristics of these alternatives (SWOT analysis).
 - Proposing the most appropriate alternative for the city.
 - Deliverables: List of alternatives and their features, justification for the recommended alternatives, assessment of the degree of implementation complexity of the proposed alternative
- Provide at least 15 preliminary conceptual designs for the selected technical alternative within the framework of demand
 - Each conceptual design includes technical drawings and visualisations (design solutions) for a section of the intervention area, such as simple and complex road-crossings/intersections and street sections, the allocation (dimensions) of road space between different transport mode, provision and road space allocation of green infrastructure, urban greenery and lightening/shading, materials and traffic signaling to be used and considers the provision of other urban infrastructure and communications.
 - Designs also include traffic flow schemes, allowed turning movements/limitations, suggested speed limits and other transport-regulatory measures
 - Assessment of the effectiveness of the proposed designs in responding to the identified urban, transport and climatic challenges of the intervention area
 - Definition of dimensions as well as capacity for all transport modes
- Evaluate the different conceptual designs regarding their potential costs and impacts (roughly)
- Following consultations with the technical committee, finalize 10 conceptual designs for the preferred technical alternative (following the participation process and work-level progress)

Technical Alternatives & Conceptual designs will be described in French language and delivered in editable Word and PPT formats, photos and graphs shall be provided in high-quality and editable formats.

D 3.2. Preliminary Impact Assessment

- Conduct Environmental and Social Impact Assessment (ESIA): Preliminary assessment of the potential social and environmental consequences of the project. The consultant should at an early stage be aware of the local procedures related to the ESIA.
- Conduct Cultural and Heritage Impact Assessment: Assessment of the potential impact of the project on the heritage and cultural values of the affected area.
- Rank the technical alternatives according to their expected impacts
- Support CETUD and the local administrations in identifying a preferred technical alternative (being either one of the 3 alternatives, or a mixed-alternative)

D 3.3. Cost-Benefit Analysis

- Estimate the cost of the project (CAPEX):
 - o project preparation costs,
 - o project establishment costs
 - o soft expenditures (overhead costs, decommissioning costs)
- Estimate operation and maintenance cost of the corridor project (OPEX)
- Discuss opportunity costs
- Project Benefits: Estimation of the monetary and weighing up of the non-monetary benefits of the project.
- Project Climate Benefits: The climate related benefits presented by the project.
- Project Economic Investment Analysis: An investment analysis of the project.
- Financial Flows: Assessment of potential financial sources for the next phases of the project

D 3.4. Risk Assessment

- General Risks: Forecast the (non project specific) events, if they occur could negatively affect the project, and their degree of impact (political and regulatory risks, economic & financial risks, social and environmental risks).
- Specific Risks: Forecast the (project specific) events, if they occur could negatively affect the project, and their degree of impact. (Technology risks, Communication risks, Scope creep risk, Cost risk, Operational risk, Skills resource risk, Performance risk, Market risk, Health and safety risks, External Hazards risks)

D 3.5. Project Pre-Feasibility Study “Green Corridor”

- Integrating results from WP1, WP 2, DP 3.1, 3.2, 3.3., 3.4.
- Includes finalised conceptual designs.

D 3.6. Slide Deck to Pitch the Green corridor

- Integrating results from WP1, WP 2, DP 3.1, 3.2, 3.3., 3.4.
- Illustrate conceptual designs

D 3.7. Implementation Strategy

- Translate recommendations and results of the feasibility study into an action-oriented Implementation Plan (additional study/data needs, requirements for detailed design & engineering, financial structuring of the project)
- Recommendations highlighting the conclusions of the pre-feasibility study and providing guidance on the next steps/phases to be undertaken.
- Propose roles and responsibilities for the further project development and implementation
- Building 3.3, outline financial implications of the project
- Outline and establish a maintenance concept incl. responsibilities

D 3.8. Communication Strategy

- Recommendations regarding communication with the general public and specific stakeholder groups during the detailed project planning and implementation
- Derive main messages for the general public and specific stakeholder groups
- Share best practice on public communications of similar projects in other regions

D 3.9. Action Plan on Secure Bus Stops (relating to Output 1.2)

- Building on a standardized format (elaborated through a parallel consultancy contract), elaborate a draft action plan document according to the standardized format on the following topic (subject to change):
 - o Secure bus stops and their integration into Dakar’s urban and street environments (*this topic has been initially identified but may be changed or adjusted by GIZ and the Technical Committee*).
- Conduct technical analysis and best practice review. Identify best practices from other cities with successful active mobility interventions. Analyse technical requirements for the action plan, including infrastructure design, urban planning integration, and financing options.

- Compile findings from the technical analysis and best practice review into the draft action plans, ensuring that the plan proposes an implementation roadmap with defined roles and responsibilities.
- Present the draft action plan to the Technical Committee, discuss its practicability and chances for implementation. Incorporate feedback and refine the recommendations. Ensure alignment with existing mobility policies and the broader mobility framework.
- Present the Action Plan to the Technical Committee, discuss necessary adjustment to ensure a wide-spread support (and specific commitment) of the Action plan.
- Based on the draft Action Plan, develop final action plans which incorporate the received feedback. The Action Plan will include at least:
 - o Rationale for the Action Plan
 - o Measures intended to increase the institutional, individual and societal capacities for its implementation (e.g. training/capacity building)
 - o Infrastructure and regulatory measures
 - o Other specific actions such as awareness campaigns, coordination mechanisms with public transport service providers)
 - o Reference to international and national best practice/reference measures/policies
 - o Responsibilities, time frames, targets, indicators
 - o Budgetary implications & financial plan
 - o Definition of an X-step (number of steps may vary) approach to implement the action plan (including monitoring & evaluation)

Milestones for work package 3	Delivery period
D 3.1. Technical Alternatives & Conceptual Designs	3 months after contract start (initial draft) 8 months after contract start (advanced draft) 12 months after contract start (final)
D 3.2. Preliminary Impact Assessment	6 months after contract start (draft) 12 months after contract start (final)
D 3.3. Cost-Benefit Analysis	8 months after contract start (draft) 12 months after contract start (final)
D 3.4. Risk Assessment	8 months after contract start (draft) 12 months after contract start (final)
D 3.5. Project Pre-Feasibility Study "Green Corridor"	9 months after contract start (draft) 12 months after contract start (final)
D 3.6. Slide Deck to Pitch the Green corridor	10 months after contract start (draft)

	12 months after contract start (final)
D 3.7. Implementation Strategy	10 months after contract start (draft) 12 months after contract start (final)
D 3.8. Communication Strategy	10 months after contract start (draft) 12 months after project start (final)
D 3.9. Action Plan on Secure bus Stops	10 months after contract start (draft) 12 months after contract start (final)

Work package 4: Training conceptualisation and implementation

General description of the task:

The training shall empower key stakeholders from the Dakar region with the technical skills to develop & prepare impactful and feasible sustainable urban mobility projects in a participative manner. The training will encompass all stages of project development (oriented along the parallel pre-feasibility process outlined in WP3) and put a specific technical focus on climate-resilient street design for sustainable mobility with a priority perspective on pedestrians and safe access to public transport, cyclists and managing public space.

The training shall a) further be designed in a manner, that CETUD and local authorities can serve as an independent (including elements of a Train-the-Trainer approach) and b) serve as a pilot to fine-tune training materials and didactical elements for later replication.

The following training structure is proposed (but might be adjusted during the joint conceptualisation):

Module A: Sustainable Mobility Projects & Street Design in Urban Areas

Module B: Managing public street space and climate-resilient design

Module C: Project Development from the first draft to long-term operation

Activities

- Develop a compact training format in block seminars (Initial orientation (subject to agreement with CETUD and MITTA): 3 seminars with 3 training days, complemented by self-learning). The training will have a total volume of 120h, including 72 hours of classroom training and 48 hours of individual learning. Individual learning might include on-the-job training along aspects of the project preparation of the Green Corridor project (WP3).
- Coordinate the training conceptualisation, including all its steps and the respective deliverables with the Technical Committee in close collaboration with CETUD, MITTA and GIZ.
- Conduct the trainings on-site in Dakar
- Train 20-30 persons

- Conduct separate coaching sessions to empower 5 persons from CETUD or local authorities to replicate the training (train-the-trainer approach) – the selected individuals will also serve as a peer group to tailor-cut methodology and contents
- Refine and update training materials and didactical approach and produce finalised training materials which allow a later replication of the training in hybrid, on-site or virtual form
- Develop, jointly with CETUD, MITTA and the Technical Committee, a plan for replication of the training in Dakar and other regions in Senegal

Deliverables

D 4.1. Training Concept

- Detailed description of the methodology for the training, including the following in the methodology:
 - o Alternative formats to achieve the objectives of each module: in-person lectures, webinars, online follow-ups, workshops with a metaplan approach, etc.
 - o Define, how the training contributes to developing selected aspects of the green corridor project (Ideally, small working groups formed of the training participants will elaborate on specific aspects of the green corridor project).
 - o The concept of continuous monitoring and feedback for participants.
- The first draft of the methodology will be discussed with CETUD and the management team to make any necessary adjustments before finalisation.

D 4.2. Training Materials

- Prepare training materials for the pilot implementation:
 - o Presentations (.ppt) and other materials for on-site course modules, incl. workshop and other didactical materials
 - o Scripts (text, figures, matrices), videos (.mp4) with a total duration of at least 240 minutes, and external learning materials, for online course modules / self-learning content.
 - o A manual (physical) training script with printed materials for each participant, organized by module, and other materials to facilitate participation.
 - o Templates for data gathering / field surveys
 - o Work plan for participants (with background and detailed information).
 - o Reference document package and bibliography.
 - o Evaluation forms for each on-site workshop.

- Develop technical deep-dives on the following topics within the training modules:
 - o Walking & cycling in street design (design solutions for pavements, bike paths, crossings, different street widths/categories and urban functional contexts)
 - o Public transport in street design (bus stops, mobility hubs, integration with walking & cycling corridors)
 - o Climate resilient design / Green Infrastructure (assessing vegetation/biodiversity, species selection for urban greenery, nature-based solutions incl. e.g. infiltration areas, permeable pavements)
 - o Public space equipment (gender-inclusive and barrier-free design, possibilities for resting, toilets, how people move through people space? Safety, Security, quality of stay, ...)
 - o Parking management (how to integrate in urban space, alternatives forms of parking / off-street)
- Develop contents with a particular focus on project preparation for street and public space interventions (orienting along key contents of project feasibility studies), including the following aspects:
 - o Stages of project development
 - o Context Analysis
 - o Assessment of data availability and approaches for data gathering
 - o Stakeholder management
 - o Financial structure
 - o Conceptualisation & technical design criteria for bankable projects (including inter alia ESG reporting and RoI requirements, the role of interest rates)
 - o Impact & Risk assessments
- Review and update training materials after the pilot training

D 4.3. Instructors Manual

- The Instructor's manual will contain a matrix with the following information for each element or phase of classes, workshops, meetings, or other formats planned for the training program:
 - o Duration (minutes) of the element or phase.
 - o Clear name and short description of key objectives and content.
 - o Responsibilities for preparation and implementation.

- Involvement of additional participants, if necessary, in the course element or phase and/or indication that it should be directed only to a portion of the participant group.
- Methodology and format (in-person or virtual).
- Key questions to be answered for each module/unit.
- Necessary materials.
- Inputs required by participants.
- Other information relevant to planning and implementation (i.e., relationship to other elements/phases of the program).

D 4.4. Training Implementation Plan & Guidance Document

- Develop a detailed work plan, including adapting schedules for on-site and online training.
- Detail the hours allocated per module.
- Provide a (partially prefilled) template of the Training Implementation plan with key questions that will assist the future replication of the training by CETUD
- Provide a guidance document & toolkit including the following:
 - Check-list with To-Dos during the planning phase of future trainings
 - General recommendations for planning and implementing future trainings (e.g. assuring resources, venue, approval by superiors of participants, logistical provisions, didactical recommendations)
 - Template for certificate (focus on relevant content, in particular course description, learning volume, who should sign, ...)

D 4.5. Training Report (Documentation, Evaluation, Lessons-learned)

- The implementation of the program must be documented in detail and for every training session (respectively 3-day training block seminar), for this it will be necessary to keep a record of:
 - Attendance lists (for each individual lesson, at least morning/afternoon sessions)
 - Photographs classified by module or class (photographs of partitions, work results and photos of the participants) (for each block seminar)

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- Links to external information (presentations, recordings). (for each block seminar)
- Attendee testimonials for the use in project communications (for each block seminar)
- Agreements and next steps (for each block seminar)
- Lessons-learned and proposed adjustments of methodology and training contents (for each individual lesson)

Milestones for work package 4	Delivery period
D 4.1. Training Concept	4 months after contract start (draft) 6 months after contract start (final)
D 4.2. Training Materials	6 months after contract start (draft) 7 months after contract start (final)
D 4.3. Instructors Manual	6 months after contract start (draft) 8 months after contract start (final)
D 4.4. Training Implementation Plan & Guidance Document	8 months after contract start (draft) 9 months after contract start (final)
D 4.5. Training Report (Documentation, Evaluation, Lessons-learned)	12 months after contract start (final)

2.3 Project and knowledge management requirementsRequirements 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.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas

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- Degree to which activities are implemented
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
- Results that have occurred in the contractor's sphere of responsibility

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: **French.**

The contractor is required to produce:

- A methodological orientation report (inception report, see D1.1)
- Brief monthly (upon individual agreement with the project team) reports on the implementation status of the project (2 pages), including an activity overview (conducted travels, field visits, workshops and consultations, documents in production/finalisation), impacts achieved, matters that need attention / executive decisions, reporting on expert days

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences and GIZ-internal as well as external virtual and in-person exchange formats
- Contributions to publications, articles and other public communication formats
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

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;*
- *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.*

The following additional backstopping services should be offered:

- Technical backstopping as defined in section 3.5

2.4 Data protection and information security

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall 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 GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

Unless explicitly required by GIZ, assessments, reports, surveys, or any other data and information shared with GIZ must be provided strictly anonymously, meaning that any information relating to an identified or identifiable natural person ('data subject') must be excluded. Specifically, personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, as well as genetic data, biometric data, or data concerning health or data concerning a natural person's sex life or sexual orientation must only be collected in a strictly anonymous and aggregated manner.

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:

To promote integrated, social urban development, investments in social infrastructure should be stepped up to secure women through public social benefits and to strengthen the good coexistence of local people. The support to the Dakar Metropolitan Region should consider and foster gender sensitive urban planning, which means including women's economic empowerment, implementing actions that promote their access to basic infrastructure.

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

Increase mainstreaming of climate change adaptation and explicit deepening of climate change adaptation as a transversal issue. Focus on ecosystem-based adaptation (EbA) and nature-based solutions (NbS) for climate change adaptation and community-based adaptation (CbA). Integration of climate proofing tools, urban adaptation plans and capacity building of urban actors on climate change adaptation.

- Social justice and inclusion:

The Contractor is required to consider and weighing up the needs and interests of vulnerable user groups, especially women, older people, people with disabilities and low-income families as key measures to avoid or reduce possible unintended negative results and to support social equality in the area of responsibility, where applicable.

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

The contractor is required to comply, throughout the entire period of service provision, with all laws and regulations in force in the Republic of Senegal. In this regard, it is the contractor's responsibility to ensure that the conduct of its staff and subcontractors complies with the applicable Senegalese legislation.

3. Technical-methodological concept

(section 1 of the assessment grid, weighting 33% in total)

In this section, the tenderer is required to 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, weighting 0%)

Not applicable

3.2 Processes and actors in the partner system

(section 1.2 of the assessment grid, weighting 0%)

Not applicable

3.3 Strategy

(section 1.3 of the assessment grid, weighting 19% in subtotal)

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, weighting 11%)

The tenderer is required to describe the strategy of implementing the work packages of section 2.2. The strategic approach shall be explained and justified; underlying assumption shall be mentioned.

The bidder shall put dedicated emphasis on:

- presenting genuine approaches and details for **developing the green corridor project** in way that supports the chances of a successful project implementation – by leveraging public and political buy-in and support, developing a solid implementation strategy, and delivering planning documents in the necessary quality and accessibility (3 out of 10 points)
- outlining ideas and suggestions for developing the **accompanying training concept**, in order to transcend the learning experiences created in Dakar beyond the green corridor project also in other projects in Dakar (3 out of 10 points)
- outlining the **interconnection between the training concept and the development of the green corridor project** (can elements of the green corridor project be developed through co-creative, interactive training approaches?) (2 out of 10 points)
- presenting ideas and suggestions for **designing and conducting an inclusive participatory process** in order to assure the project meets the needs of different user groups, in particularly vulnerable parts of the population, but also businesses and other interest groups (2 out of 10 points)

3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid, weighting 3%)

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.

Next to building partnerships with local key cooperation partners (CETUD, local administrations) (4 out of 10 points), the bidder shall put dedicated focus on building up partnerships with national level (in order to ensure embedding the activities in national planning & training frameworks) (3 out of 10 points) and community level actors (to achieve a high level of public acceptance of the corridor project) (3 out of 10 points).

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid, weighting 2%)

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 presents and explains 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 project.

This comprises the bidder presenting strategies for scaling-up learnings and approaches for developing similar urban road transformation projects (5 out of 10 points) and the capacity development programme at broader regional and national scale (5 out of 10 points).

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid, weighting 3%)

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)

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

Social Justice and Inclusion

The tenderer is required to outline in the tender how it is planning its activities in the context of social justice and inclusion and what specific measures it has adopted for socially-just and inclusive implementation (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	4 points out of 10 (maximum)
Requirement: 'Social Justice and Inclusion':	3 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid, weighting 6% in subtotal)

In this section, the tenderer presents the operational plan for implementing the services in the tender and describes its backstopping strategy.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid, weighting 6%)

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

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid, weighting 0%)

Not applicable

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid, weighting 0%)

Not applicable

3.4.4 Monitoring

(section 1.4.4 of the assessment grid, weighting 0%)

Not Applicable, please refer to defined monitoring requirements in section 2.3

3.5 Further requirements

(section 1.5 of the assessment grid, weighting 8% in subtotal)

The tenderer is required to describe its **backstopping strategy**:

Requirement: Assessment of additionally needed expertise: 5 points out 10 (max.)

- Describe in a detailed manner the additionally needed expertise for the successful implementation of the contract, which is not covered by the staff proposed as part of the core team (section 4). Remark: this may for example include specialised expertise in nature-based solutions or mobility data, if the needed expertise is not brought in by the key experts.
- Also describe, which of the additionally needed expertise is being brought in by the key expert team.

Requirement: Backstopping Strategy 5 points out 10 (max.)

- Propose a backstopping team of maximum 5 experts that will support the core team on-demand as needed, bringing in specialised knowledge and methods.
- Describe, how the backstopping team will interact with the key experts

A CV must be provided for the positions for technical backstopping.

Please note: Members of the backstopping team are not part of the Personnel concept (outlined in section 4). 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, the backstopping fee is not paid as such but is included in the remuneration paid to the contractor as defined under section 3.1 of the General Terms and Conditions of contract applicable to this contract. **Backstopping services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender within the present limitations of expert days (and not exceeding these).**

4. Personnel

(section 2 of the assessment grid, weighting 67% in total)

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender, age etc.

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

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

Expert 1: Team Leader & Project Development Expert

(section 2.1 of the assessment grid, weighting 14%)

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 project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: project development, finance
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)

- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Overall management of service procurement through sub-contractors, including support of key experts in the technical steering of sub-contractors
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 1: Team Leader & Project Development Expert

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Urban Development, Civil Engineering, Transport Engineering or Transport Economics or Environmental Planning.
Language (section 2.1.2 of the assessment grid):	Knowledge of English C1-level (4/10 points) and French C1-level (6/10 points) in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	9 years of professional experience in the urban infrastructure, transport or sustainable urban development sector
Specific professional experience (section 2.1.4 of the assessment grid):	7 years of professional experience in project design, development, and implementation of integrated urban infrastructure or green corridor projects, including climate-resilient or nature-based solutions.
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 5 people.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience in Southern or Western Europe, North America, Latin America and the Caribbean or Southeast Asia (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division) (7/10 points), of which 6 months in Senegal (3/10 points)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	5 years of experience with multi-sectoral project coordination, donor-funded project cycles, and participatory planning tools.

Expert 2: Transport & Mobility Expert

(section 2.2 of the assessment grid, weighting 11%)

This position is a key expert.

Tasks of expert 2

- Responsibility for coordinating technical works and assuring technical coherence of advisory packages and deliverables in the field of transport & mobility
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: transport engineering & urban mobility planning,
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- (Technical) Steering and supervision of a third-party sub-contractor on data gathering (see WP1 and Section 5.8 of this ToR)

Qualifications of expert 2. Transport & Mobility Expert

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Transport Engineering, Civil Engineering, Urban Mobility, or another related field in the transport sector.
Language (section 2.2.2 of the assessment grid):	Knowledge of French (C1-level) (6/10 points); English (B2-level) (4/10 points).
General professional experience (section 2.2.3 of the assessment grid):	8 years of professional experience in transport or mobility infrastructure planning and design
Specific professional experience (section 2.2.4 of the assessment grid):	6 years of professional experience in designing sustainable urban transport systems or non-motorized transport (NMT) infrastructure such as pedestrian paths, bicycle lanes, or green mobility corridors and 3 years of professional experiences in managing mobility data gathering & processing.
Leadership/management experience (section 2.2.5 of the assessment grid):	n/a
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	5 years of professional experience in Southern or Western Europe, North America, Latin America and the Caribbean or Southeast Asia (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	2 years of professional experience in Sub-Saharan Africa (5/10 points) (in accordance with UN DESA Statistics Division), of which 1 year in Senegal (5/10 points)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	n/a
Other (section 2.2.9 of the assessment grid):	4 years of experience with climate-resilient transport systems, transport planning software (e.g. VISUM, GIS, AutoCAD) and low-emission urban mobility planning.

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Expert 3: Urban Planning & Development Expert

(section 2.3 of the assessment grid, weighting 11%)

This position is a key expert.

Tasks of expert 3

- Responsibility for coordinating technical works and assuring technical coherence of advisory packages and deliverables in the field of urban planning & development
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: urban planning and development
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)

Qualifications of expert 3. Urban Planning & Development Expert

Education/training (section 2.3.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Urban Planning, Regional Development, Architecture, or a related field
Language (section 2.3.2 of the assessment grid):	Knowledge of French (C1-level) (6/10 points); English (B2-level) (4/10 points).
General professional experience (section 2.3.3 of the assessment grid):	8 years of professional experience in urban planning or land use development.
Specific professional experience (section 2.3.4 of the assessment grid):	6 years of professional experience in the planning and implementation of inclusive urban development strategies or green public spaces, with a focus on climate adaptation or sustainability.
Leadership/management experience (section 2.3.5 of the assessment grid):	n/a
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	5 years of professional experience in Southern or Western Europe, North America, Latin America and the Caribbean or Southeast Asia (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 years of professional experience in Sub-Saharan Africa (5/10 points) (in accordance with UN DESA Statistics Division), of which 1 year in Senegal (5/10 points)
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	n/a
Other (section 2.3.9 of the assessment grid):	4 years of experience in spatial analysis tools (e.g. GIS) and participatory urban planning methods.

Expert 4: Stakeholder & Community Engagement Expert
(section 2.4 of the assessment grid, weighting 11%)

This position is a key expert.

Tasks of expert 4

- Responsibility for coordinating technical works and assuring technical coherence of advisory packages and deliverables in the of community & stakeholder engagement
- Design, facilitate and moderate participatory measures in the context of the green corridor project
- Support mediation and dispute settlement between groups with conflicting interests
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: community & stakeholder engagement,
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality, inclusion of people with disabilities)
- (Technical) Steering and supervision of a third-party sub-contractor on participatory processes (see WP2 and Section 5.8 of this ToR)

Qualifications of expert 4. Stakeholder & Community Engagement Expert

Education/training (section 2.4.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Communications Sciences, Sociology, Anthropology, Cultural Sciences, Gender Studies, Psychology, Development Studies or a related field.
Language (section 2.4.2 of the assessment grid):	Knowledge of French (C1-level) (4/10 points); English (B2-level) (3/10 points), local Senegalese language skills (e.g., Wolof) (3/10 points)
General professional experience (section 2.4.3 of the assessment grid):	8 years of professional experience in stakeholder engagement, participatory planning, or community development.
Specific professional experience (section 2.4.4 of the assessment grid):	6 years of professional experience in community engagement in urban infrastructure or sustainable development projects, with a strong emphasis on women, children, the elderly and people with disabilities
Leadership/management experience (section 2.4.5 of the assessment grid):	n/a
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	3 years of professional experience in in Southern or Western Europe, North America, Latin America and the Caribbean or Southeast Asia (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	5 years of professional experience in Sub-Saharan Africa (5/10 points) (in accordance with UN DESA Statistics Division), of which 3 years in Senegal (5/10 points)

Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	n/a
Other (section 2.4.9 of the assessment grid):	4 years of experience with designing and facilitating participatory methods, gender-sensitive and inclusive approaches.

Expert 5: Technical expert with regional experience
(section 2.5 of the assessment grid, weighting 14%)

This position is a key expert.

Tasks of expert 5

- Responsibility for assuring alienation and technical coherence of advisory packages and deliverables of the consultancy with local regulations, legal requirements as well as formal and informal elements of local planning culture.
- Facilitate the technical and management level exchange between the consultancy team and local key stakeholders
- Support the implementation of participatory measures in the context of the green corridor project
- Support the management and steering of third-party contracts (jointly with experts 1, 2 and 4)

Responsibility for taking cross-cutting themes into consideration (for example, gender equality)

Qualifications of expert 5. Technical expert with regional experience

Education/training (section 2.5.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Environmental Management, Urban Planning, Transport, or related fields.
Language (section 2.5.2 of the assessment grid):	Knowledge of French (C1-level) (4/10 points); English (B2-level) (3/10 points), local Senegalese language skills (e.g., Wolof) (3/10 points)
General professional experience (section 2.5.3 of the assessment grid):	8 years of professional experience in environmental planning, urban development, transport or infrastructure projects.
Specific professional experience (section 2.5.4 of the assessment grid):	6 years of professional experience in supporting or coordinating sustainable mobility projects in West Africa (5/10 points) of which 4 years in Senegal (5/10 points).
Leadership/management experience (section 2.5.5 of the assessment grid):	n/a
International professional experience outside the country/region of assignment	3 years of professional experience in Southern or Western Europe, North America, Latin America and the Caribbean or Southeast Asia (in accordance with UN DESA Statistics Division)

(section 2.5.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	8 years of professional experience in Sub-Saharan Africa (5/10 points) (in accordance with UN DESA Statistics Division), of which 4 years in Senegal (5/10 points)
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.5.9 of the assessment grid):	5 years of professional experience with regional institutional frameworks and local planning regulations

Expert 6: Junior Expert

(section 2.6 of the assessment grid, weighting 6%)

Tasks of expert 6

- Responsibility for assuring alienation and technical coherence of advisory packages and deliverables of the consultancy with local regulations, legal requirements as well as formal and informal elements of local planning culture.
- Facilitate the technical and management level exchange between the consultancy team and local key stakeholders
- Support the implementation of participatory measures in the context of the green corridor project

Qualifications of expert 6. Junior Expert

Education/training (section 2.6.1 of the assessment grid):	University degree (e.g. Bachelor's or Master's) in Urban Development, Transport, Environmental Studies, Civil Engineering or related field.
Language (section 2.6.2 of the assessment grid):	Knowledge of French (C1-level) (4/10 points); English (B2-level) (3/10 points), local Senegalese language skills (e.g., Wolof) (3/10 points)
General professional experience (section 2.6.3 of the assessment grid):	3 years of professional experience in urban infrastructure or development projects.
Specific professional experience (section 2.6.4 of the assessment grid):	2 years of professional experience in supporting project preparation, data collection, or site supervision in infrastructure or public space projects.
Leadership/management experience (section 2.6.5 of the assessment grid):	n/a
International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid):	n/a

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Professional experience in the country/ region of assignment (2.6.7 of the assessment grid):	2 years of professional experience in Sub-Saharan Africa (5/10 points) (in accordance with UN DESA Statistics Division), of which 1 year in Senegal (5/10 points)
Experience in the field of development cooperation (section 2.6.8 of the assessment grid):	n/a
Other (section 2.6.9 of the assessment grid):	3 years of professional experience with data analysis tools or basic GIS/AutoCAD skills (7/10 points), excellent MS Office skills (3/10 points)

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Staff presentation

(section 2.11 of the assessment grid, weighting 0%)

Not applicable

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the

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contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights	Number of national flights
Key-Expert 1: Team Leader	29	15	44	No	3	0
Key-Expert 2: Transport Engineer & Urban Mobility Expert	65	35	100	No	4	0
Key-Expert 3: Urban Planning & Development Expert	51	32	83	No	4	0
Key-Expert 4: Stakeholder & Community Engagement Expert	52	27	79	No	3	0
Key-Expert 5: Technical expert with regional experience	0	114	114	No	0	0
Expert 6: Junior Expert	0	75	75	No	0	0

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
Total number of international flights	Up to 14 (two-way) flights
CO ₂ offsets for flights	Up to EUR 1,960 An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transfer costs	Up to 56 trips
Per-diem allowances	Up to 104 days
Accommodation allowances	Up to 104 nights
Visa acquisition costs	Not applicable
Transportation costs in Dakar (Taxi, RideShare or Public transport)	Up to 2000 EUR Unalterable budget for transportation costs: Settlement against evidence

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 travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

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In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transportation costs in Dakar

Notes on the settlement of accommodation allowances outside Germany:

For the country Senegal, tenderers may offer accommodation allowances up to EUR 160.00. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (EUR 120.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (between EUR 120.00 and EUR 160.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

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

Budget for materials and equipment: **EUR 5,000**

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment (only upon agreement with the project team and against evidence). This may include:

- Demonstration materials such as construction material samples
- Technical equipment for conducting interviews or videorecording

Further materials and equipment upon agreement with the project team.

5.5 Operating costs in the country of assignment

– Not applicable –

The experts will spend their days meeting with different stakeholders and conducting sites visits across the Dakar region. They are not expected to be conducting desk work during work hours.

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5.6 Workshops, education and training

Workshop budget: EUR 15,000

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

- Room hire
- Technical systems
- Translation/interpreting services
- Catering
- Print materials such as workshop and training materials (incl. scripts)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

a) Sub-contract on Data gathering (relating to WP 1)

Budget for sub-contract on Data gathering: EUR 30,000

The fixed, unalterable budget given above is earmarked in the price schedule for other costs. Settlement against evidence.

The Contractor shall procure and manage a qualified local subcontractor to conduct traffic counts, surveys and other data-related tasks.

Compliance with international technical and safety standards must be ensured. The Contractor shall prepare a detailed concept and cost estimate for each of the proposed measures detailed in Section 2.2 of those Terms and Reference. Following approval of the concept by the GIZ project management, the Contractor shall prepare tender documents for the procurement of services through subcontractors. The selection of the subcontractor is carried out by the contractor in accordance with section 2.4.2 of the General Terms and Conditions and public procurement regulations.

Implementation and monitoring shall be covered by the team of experts provided by the Contractor (see section 4 of those Terms of Reference). The Contractor shall be responsible for the performance of tasks and outputs related to subcontractors.

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b) Sub-contract on Participatory processes (relating to WP 2)

Budget for sub-contract on Participatory processes: EUR 30,000

The fixed, unalterable budget given above is earmarked in the price schedule for other costs. Settlement against evidence.

The Contractor shall procure and manage a qualified local subcontractor to conduct support services for the participatory processes, including e.g. facilitation, moderation, graphic design, communication campaigns and related services.

Compliance with international technical and safety standards must be ensured. The Contractor shall prepare a detailed concept and cost estimate for each of the proposed measures detailed in Section 2.2 of those Terms and Reference. Following approval of the concept by the GIZ project management, the Contractor shall prepare tender documents for the procurement of services through subcontractors. The selection of the subcontractor is carried out by the contractor in accordance with section 2.4.2 of the General Terms and Conditions and public procurement regulations.

Implementation and monitoring shall be covered by the team of experts provided by the Contractor (see section 4 of those Terms of Reference). The Contractor shall be responsible for the performance of tasks and outputs related to subcontractors

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 50,000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.3.5.7 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 15 pages** (not including the cover page, list of abbreviations, table of contents, brief introduction and CVs for the backstoppers). 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 (see Annex 1) and not more than four pages in length. The CVs must be submitted in English.

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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, including the relevant period (for example: 2019: March – December; 2020: January-February)
- 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) (if relevant)

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

– Not applicable –

8. Annexes

– Not applicable –