

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

CONFIDENTIAL

Project title:

Integrated Corridors for Economic Growth in Africa (InCORE)

Processing number:

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Country: South Africa, worldwide

**No° of tender
procedure:**

10003421

Subject of the tender procedure:

Early-stage infrastructure project preparation via the AUDA-NEPAD
Service Delivery Mechanism

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0. List of abbreviations

AEEP	Africa-EU Energy Partnership
AFD	Agence Française de Développement
AfSEM	African Single Electricity Market
AU	African Union
AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency – New Partnership for Africa's Development
BESS	Battery Energy Storage Systems
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung /Federal Ministry for Economic Cooperation and Development
CEPA	EU Continental Energy Programme in Africa
CMP	Continental Power System Masterplan
CV	Curriculum Vitae
DFIs	Development Financial Institutions
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
KfW	KfW Development Bank
ENGAGE	Accelerating the Energy Transition in Africa Programme
EU	European Union
EUR	Euro
GIZ	Gesellschaft für Internationale Zusammenarbeit
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GW	Gigawatts
IFI	International Financial Institutions
InCORE	Integrated Corridors for Economic Growth in Africa

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KOMP	Cost per output monitoring and forecast
Lol	Letter of intent
M300	Mission 300
MoU	Memorandum of Understanding
PIDA	Programme for Infrastructure Development in Africa
PIDA PAP	PIDA Priority Action Plan
PPF	Project Preparation Facilities
RECs	Regional Economic Communities
RMO	Risk Management Office
SDG	Sustainable Development Goals
SDM	Service Delivery Mechanism
SDM - ESP	Service Delivery Mechanism – Expert Service Pool
SOP	Standard Operating Procedures
STE	Short-term Experts
TA	Technical Assistance
ToRs	Terms of Reference
TYIIP	Ten-Year (Energy) Infrastructure Investment Plan
vRE	variable Renewable Energy

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1. Context

Africa's economic growth is undermined by the existing infrastructure deficit. The *United Nations Economic Commission for Africa* (UNECA) estimates that Africa's infrastructure deficit reduces annual economic growth by about 2% and reduces business productivity by up to 40%. To close the gap between infrastructure needs and available funds, UNECA recommends, among other things, the greater mobilisation of domestic resources (e.g. through tax reforms) and the targeted involvement of private investors and the development of *public-private partnerships*. A key problem is the low number of bankable projects, with only 10% of infrastructure projects reaching financial completion, with many failing at the earliest stages of project definition and prefeasibility. African Union Development Agency's (AUDA-NEPAD) Service Delivery Mechanism (SDM)¹ offers technical services for the structured and integrated planning of cross-border infrastructure projects with a focus on these early stages of the infrastructure project lifecycle.

Similar to infrastructure more broadly, Africa's energy transition journey faces a complex set of challenges that reflect the continent's unique development realities. Despite abundant renewable energy potential, access to reliable and affordable power remains limited, with many countries still heavily dependent on fossil fuels and ageing infrastructure. The transition is further constrained by inadequate financing, weak regulatory frameworks, limited grid capacity, and competing socio-economic priorities such as poverty reduction and job creation. In many African countries, the electricity supply infrastructure (power grids and power plants) is outdated, undersized and unable to meet the increasing energy demand. This leads to frequent power outages and targeted load shedding (planned disconnection of consumers). As a result, commercial and industrial consumers increasingly invest in expensive self-supply and emergency power supply. The inadequate electricity supply significantly affects economic development, the quality of social services and public infrastructure, as well as the standard of living of households.

Despite the enormous potential and the significant cost advantages for electricity generation from variable renewable energy (vRE) sources such as solar and wind - the energy transition in Africa is progressing slowly. This is due to insufficient capacity among political mandate holders at continental, regional and national level in Africa to strategically and technically guide regulatory reforms, the limited availability of bankable projects, limited creditworthiness of electricity utilities, high levels of government debt, fragmented and incoherent support measures, and insufficient exchange on replicable solutions. In other words, the institutional and regulatory frameworks needed to accelerate investments in the energy transition do not yet exist or are inadequate (core problem).

¹ The SDM is AUDA-NEPAD's mechanism that supports the preparation of infrastructure projects. Its goal is to make projects bankable and ready for financing, by providing, amongst others, institutional advisory services, legal advice, communications, and capacity-building support. Once contracted, the Contractor becomes part of the SDM's implementation team for the duration of the contract whenever they are called upon to render project preparation services.

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The African Union has set ambitious development goals for the continent through its Agenda 2063, which it is advancing with several flagship programmes. Among them are the “Programme for Infrastructure Development in Africa” (PIDA) whose implementation methodology is through the integrated corridors approach. Through this approach, the AUC and AUDA-NEPAD pursue a cross-border, multi-sectoral approach implemented by relevant corridor management institutions (CMI), power pools, regional sectoral authorities and/or Regional Economic Communities (RECs) with the aim of fostering economic growth and employment promotion through leveraging local value chains and synergistic infrastructure development.

As part of this drive towards more integrated continental infrastructure, the “Continental Power Systems Master Plan” (CMP) for an integrated power grid as well the long-term plan for an African Single Electricity Market (AfSEM) are the flagship continental programmes in the energy sector. At the *Africa Climate Summit 2023*, the AU reaffirmed its target of expanding renewable energy capacity to 300 GW by 2030, supported by the Accelerated Partnership for Renewables in Africa (APRA). Supported by numerous multilateral and bilateral partners, especially the EU (Global Technical Assistance Facility for Sustainable Energy, G-TAF), an initial continental modelling of the African electricity system was carried out, priority investment projects in electricity transmission and generation were identified and an action plan for AfSEM was designed. In addition, the Africa Ten-Year (Energy) Infrastructure Investment Plan (TYIIP) for Cross-Border Interconnectivity, a legacy initiative of South Africa’s G20 presidency, in alignment with continental initiatives such as the CMP, the AfSEM and Mission 300 (M300), serves as the continent’s master pipeline for priority cross-border transmission and generation projects.

In this context, the German Government, through its Federal Ministry for Economic Cooperation and Development (BMZ), commissioned the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH to implement a technical cooperation project with the Africa Union. GIZ supports relevant institutions in the application of the AU’s integrated corridor approach to infrastructure project development, including the CMP and AfSEM. It is designed to strengthen infrastructure project preparation support delivered through the AUDA-NEPAD’s Service Delivery Mechanism (SDM). The geographic focus of this support is on shared members states of the East African Power Pool² (EAPP), Southern Africa Power Pool³ (SAPP), Central Corridor⁴ and North-South Corridor⁵.

To enhance AUDA-NEPAD’s capacity to support early-stage infrastructure project development, GIZ provides targeted upstream technical assistance. This includes the design

² Burundi, Democratic Republic of Congo (DRC), Djibouti, Egypt, Ethiopia, Kenya, Libya, Rwanda, Somalia, South Sudan, Sudan, Tanzania, and Uganda.

³ Angola, Botswana, DRC, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe.

⁴ Burundi, DRC, Malawi, Rwanda, Tanzania, Uganda, and Zambia.

⁵ Botswana, DRC, Malawi, Mozambique, South Africa, Zambia, and Zimbabwe.

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and deployment of tailored infrastructure support packages that respond to country-specific needs and enable rapid mobilisation of SDM support.

To continue GIZ's support to the AUDA-NEPAD Programme for Infrastructure Development in Africa (PIDA) on implementation of regional infrastructure. GIZ, through two BMZ-funded programmes, Integrated Corridors for Economic Growth in Africa (InCORE) and Accelerating the Energy Transition in Africa (ENGAGE), aims to support AUDA-NEPAD in its implementation of the SDM to progress infrastructure projects towards bankability. The two GIZ projects are briefly described below.

ENGAGE

The ENGAGE programme's objective is to improve the institutional and regulatory framework conditions for investments in renewable energies and access to renewable energy at the pan-African and regional levels in Africa. Implementation of the ENGAGE programme is carried out as part of an integrated approach together with the global programme **Global Energy Transition Program (GET.pro)** and **InCORE**. Partnering with these initiatives ensures alignment with existing programs and allows ENGAGE to draw on specialised expertise across investment mobilisation, regulatory development, and infrastructure planning. This collaboration enables ENGAGE to leverage synergies, scale effective approaches, and strengthen coherence.

InCORE

InCORE's principal objective is to support the Africa Union to ensure that the development of integrated infrastructure corridors is better aligned with regional integration, green economic growth and intra-African trade. To this end, AUC, in an expansion of the corridor-based intervention piloted in the Central Corridor selected North-South Corridor as a second corridor to support in this phase. For this, AUDA-NEPAD's SDM will be made available to support infrastructure and/or industrialisation projects derived from the lists presented by the institutions responsible for the two selected corridors. Thus, the 'Partner' for these infrastructure and/or industrialisation projects is AUDA-NEPAD, the Central Corridor Transit Transport Facilitation Agency (CCTTFA), the Southern African Development Agency (SADC) for North-South Corridor, GIZ, and their various Member States or some combination of these as is relevant for each project.

The support is to two units, namely the Infrastructure Unit and Energy Unit within AUDA-NEPAD Directorate of Infrastructure and Energy, Industrialisation, Trade and Regional Integration.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services shall 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.

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2.2 Objectives, indicators, work packages, milestones

The contractor is expected to support the projects to provide relevant technical assistance (TA) to the implementation of the AUDA-NEPAD SDM to help advance early-stage project preparation for infrastructure projects in Eastern and Southern Africa.

The project follows a results-oriented approach that requires a high level of flexibility and adaptability which means that although required services will in general follow the provided examples and thematic areas, the exact activities and milestones cannot be exactly defined at this point. Further refinements will be required throughout the implementation of the contract in close cooperation between the project and its partners.

Services to be provided under this contract include harmonizing the SDM process and guidelines, undertaking bankable prefeasibility studies, organising structured market sounding events/engagements with financiers, project preparation through the SDM based on the AUDA-NEPAD Implementation guidelines, coordination with project preparation facilities (PPFs) and financial institutions where requested, conducting scoping missions, opportunity assessments, identifying regulatory barriers and proposing mitigation strategies, concepts development and where requested, organising structured market sounding events/engagements with financiers. The contractor will also be involved in preparing pre-feasibility studies, grid integration diagnostics, and providing technology selection guidance. Furthermore, services shall cover cross-cutting areas such as capacity building, organisational development, process management, digitisation, monitoring and evaluation, gender mainstreaming. The contractors' experts as listed in chapter 4 may be deployed across thematic areas and geographies.

Examples of modes of delivery include undertaking bankable prefeasibility studies, preparation and conducting of workshops, review of project concept notes, drafting proposals for amendments of project concept memorandums/ project information memorandums, advising on the preliminary project financing structures/ financial models, conducting energy modelling, site assessments, energy resource assessments, drafting/ reviewing handbooks, conducting due diligence studies, drafting action plans and other advisory services.

The services provided by the contractor will contribute to achieving results in the two GIZ projects, namely ENGAGE and InCORE. The contribution will vary in degree and expected effort. The relevant objectives and indicators to which the contractor could contribute are outlined for each project below:

a. Relevant ENGAGE Project Objectives and Indicators

Indicators related to the ENGAGE Module

ENGAGE Module objective

The Module Objective reads: "The institutional and regulatory framework for investments in accelerating the energy transition and the access to renew-able energy has improved at the pan-African and regional level in Africa."

Relevant ENGAGE Module objective indicators

Module Target Indicator 2: Sum of the installed electricity generation capacity from vRE in GW in the member states of the SAPP and EAPP

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Baseline value: 11.2 GW vRE generation capacity (12/2023)

Target value: 20 GW vRE generation capacity (11/2027)

Module Target Indicator 3: Number of legal, regulatory and procedural adjustments for the integration of vRE that have been adopted by national or regional interconnected electricity grids.

Baseline value: 0 adjustments (special attention to vRE has not been prioritized) (12/2024)

Target value: 5 adjustments (11/2027)

Module Target Indicator 4: Planned investment amount for RE and electricity transmission projects of the investment projects supported by the TC module that have been included in the project pipeline of financial institutions.

Baseline value: EUR 0 million (the TC module does not support any investment projects so far; GET.pro has so far supported 83 corresponding investment projects with a planned investment volume of EUR 2.27 billion (07/2024), the regional project PIDA III has so far supported 13 investment projects in the energy sector with an investment volume of EUR 15 billion) (12/2024)

Target value: EUR 500 million (11/2027)

ENGAGE Output 1: The institutional capacities of relevant AU institutions for accelerating the energy transition have been strengthened

Output indicators 1.2:

Number of appearances at pan-African and inter-national events where the AU Commission or AUDA-NEPAD represent positions on accelerating Africa's energy transition.

Baseline value: 0 appearances (the TC module does not yet support appearances by African partners; global programme GET.pro supported appearances at three events in 2023 (COP28, Africa Climate Summit (ACS), STC TTIIE) and at an expected four events in 2024 (Africa Clean Cooking Summit, G20 Summit, COP29 and STC-T&E), i.e. 7 (12/2024)

Target value: 8 appearances at separate events (11/2027)

ENGAGE Output 2: The institutional and individual capacities of public and private actors for investments in variable renewable energies have been improved in Southern and Eastern Africa, with a focus on gender-equitable access to capacity building measures.

Output indicator 2.1:

Number of advisory services on energy planning, regulation and market development, and grid integration of vRE available to private and public actors in the energy sectors in Southern and Eastern Africa, as well as at the continental level.

Baseline value: 0 advisory services (12/2024) (the TC module has not yet made any contributions; the global programme GET.pro has so far provided 5 contributions to improve energy planning, grid integration of variable renewable energies, regulation, and market development in the on-grid sector in Africa and respective African partner countries (03/2024)

Target value: 5 advisory services (11/2027)

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Output indicator 2.2:

Number of managers and professionals in the public sector (e.g. regulators) who apply the knowledge gained through capacity-building measures on regulation, electricity market, and tendering of vRE projects

Baseline value: 0 managers and specialists (capacity-building measures have already been implemented through the GET.pro program, but the delayed impact measurement is still pending) (12/2024)

Target value: 40 managers and specialists (30% of whom are women) (11/2027)

b. Relevant InCORE Project Objectives and Indicators

Indicators related to the InCORE Module

InCORE Module Objective

The development of integrated infrastructure corridors is better aligned with regional integration, green economic growth and intra-African trade

Relevant InCORE Module Objective Indicators:

Module Target Indicator 2

Number of infrastructure projects led to the next stage of the PIDA project cycle in 2 corridors that contribute to regional integration, green economic growth and intra-African trade.

Baseline: 7 infrastructure projects (11/2025)

Target value: 13 infrastructure projects (10 /2029)

Module Target Indicator 3

Number of projects for which concrete options for private sector participation were discussed between project developers and private sector actors

Baseline: 6 projects

Target value: 10 projects (05/2029)

InCORE Output 2

AUDA-NEPAD has expanded its SDM support services for the development of eligible integrated infrastructure projects.

Output Indicator 2.1

Number of additional, standardised SDM tools or formats available for the development of eligible integrated infrastructure projects for corridor stakeholders.

Baseline: 4 SDM instruments or formats (11/2025)

Target value: 6 SDM instruments or formats (10/2029)

InCORE Output 3

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The institutional capacities of regional corridor actors for the efficient planning, financing and implementation of integrated infrastructure projects have been strengthened in a gender-sensitive way.

Output Indicator 3.2

Number of participants from corridor institutions whose knowledge of planning, financing and implementing infrastructure projects has increased after participating in gender-sensitive skills development measures

Baseline: 0 participants (so far, the project has not targeted competence development measures)

Target value: 200 participants (approx. 50 participants per year), of which at least 80 women work in the infrastructure sector (10/2029)

Output 4

Private sector participation in the planning, financing and implementation of infrastructure projects along African corridors has improved.

Output Indicator 4.1

Number of private sector actors who use an example to confirm that the project's corridor-level formats have improved their participation in the planning, financing or implementation of integrated infrastructure projects along African corridors.

Baseline: 0 actors (so far, the project does not have private sector participation formats) (11/2025)

Target value: 6 actors (07/2029)

Work packages and milestones

The Contractor contributes to the achievement of the following work packages and for achieving the corresponding milestones. The work packages described below outline a suite of services that the Contractor shall provide. Based on these work packages, individual assignments will be agreed upon and documented in a Task Order (TO)/ Scope of Work (SoW) for each assignment (context, scope, goals, timelines, deliverables, requirements, etc.). The Contractor will be required to respond to each TO, including providing CVs of the proposed experts. The four work packages are described below including indicative milestones for each:

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Work Package 1: Early-Stage Project Support to Selected Energy Projects (ENGAGE funded)

The purpose of this workstream is to apply AUDA-NEPAD's SDM and standard operating procedures⁶ (SOPs) to four strategically selected utility-scale vRE (either, solar and wind) hydro, geothermal generation projects, high voltage transmission, and energy storage projects (battery and pumped storage hydro), supporting their progression from concept to bankable stage through tailored technical assistance. Analyses are conducted if the economic viability and the usefulness for the grid operator can be enhanced by adding battery energy storage systems (BESS) to the assets. The technical assistance will ensure that the project is technically sound, commercially viable, environmentally compliant, and institutionally supported.

The projects are expected to be selected as follows:

- a. Up to two projects supporting economic development the Central Corridor Member States
- b. Up to two projects supporting economic development in other corridors as identified by AUC and AUDA-NEPAD in the framework of the InCORE Africa programme.

Key activities associated with this work package are detailed below:

a. SDM Deployment Planning

- Define tailored SDM support packages for each project.
- Map stakeholders, institutional anchors, and existing support mechanisms.
- Develop SDM deployment workplans with milestones and roles.

b. Technical and Regulatory Advisory

- Conduct pre-feasibility assessments (technical, grid, land, permitting, BESS integration support etc.)
- Review enabling policy and regulatory frameworks.
- Identify gaps and propose early-stage interventions.

c. Institutional Anchoring and Coordination

- Facilitate engagement with national institutions, relevant Regional Economic Communities (RECs), power pools (specifically, EAPP and SAPP), and utilities.
- Clarify mandates, coordination structures, and project governance.
- Support definition of roles and responsibilities for implementation.

d. Financing and Partnership Engagement

To ensure effective implementation GIZ and AUDA-NEPAD jointly established sector-based coordination committees involving PPFs, commercial lenders, DFIs, IFIs, and MDBs. The aim of the coordination committees was to develop sustainable partnerships and a network to exchange with regularly to better understand each other's needs and

⁶ AUDA-NEPAD's standard operating procedures (SOPs) in the Service Delivery Mechanism (SDM) context are the documented, repeatable process guidelines that govern the SDM's work in preparing and advancing PIDA projects. They ensure that project screening, advisory services, quality assessment, expert mobilisation, reporting, and support activities are performed in a consistent, transparent, and quality-assured way.

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leverage on the private sector experience. Coordination focuses on the Team Europe actors (European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD), KfW Development Bank (KfW), Agence Française de Développement (AFD), private sector, amongst others).

These committees would:

- a. Identify and agree on priority portfolios of projects for preparation, market sounding, and financing
- b. Recommend updates and refinements to the SDM SOPs based on implementation experience
- c. Syndicate and mobilize funding for project preparation, with mechanisms for cost recovery from projects that reach financial close (cost-recovery mechanism study/working paper; for further discussions with PPFs and DFIs)

Contractor's tasks in relation to Financing and Partnership Engagement:

- Collate proposed updates/refinements to the SDM SOPs as proposed by the coordination committees for implementation by AUDA-NEPAD.
 - Align project documentation with funder requirements.
 - Conduct a comparative study on the cost-recovery mechanism used by each funder for early-stage project preparation support.
 - Facilitate matchmaking and early-stage funder consultations.
- e. Monitoring and Feedback**
- Track progress against SDM milestones.
 - Capture lessons learned and refine SDM tools.
 - Provide feedback to AUDA-NEPAD for continuous improvement.

Experts may be deployed rapidly through the SDM.

Milestones for work package 1	Delivery period
Project Advancement Roadmaps with timelines and roles (e.g., IRL assessment, DFI gateway criteria, financing milestones)	Throughout the term of the contract
Technical Advisory, for example Bankable Pre-Feasibility Reports: AfDB/EIB/IFC-compliant with P90/P50, financial model and next step recommendations.	
Stakeholder Engagement Plans: Mapping, consultation strategy, and coordination protocols.	
Financing Strategy & Investor Engagement Plan, including summary of financing needs vs. funder criteria, target term sheets, PPF/DFI alignment	
Partnership Engagement Briefs: Meeting summaries, MoU drafts, and follow-up actions.	
Investment Committee Briefs: PPF/DFI-ready documentation with go/no-go recommendations	

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Work Package 2: Early-Stage project preparation advisory services for (non-energy) projects selected by institutions responsible for regional corridor management (in the Central Corridor and North-South Corridor) (InCORE funded)

This works package requires the contractor's application of AUDA-NEPAD's SDM and its SOPs to strategically selected projects in the Central Corridor and North-South Corridor. The projects here can be ICT, industrialisation, transboundary water and/or transport projects (energy projects are covered under work package 1). The aim is to support their progression towards bankability through tailored technical advisory. The technical advisory services to be provided by the contractor are expected to include conducting technical studies and modelling to ensure that projects are technically sound, financially viable, and environmentally sustainable.

Milestone 3.1: Provision of technical advisory to identify gaps and advance project to the next stage to access financial support for up to 8 projects put forward by the institutions responsible for Central Corridor and North-South Corridor (up to 4 projects per corridor)

Milestone 3.2: At least 6 project applications (3 per corridor) for further financial support have been submitted to suitable funding institutions and funding or an intention thereto received for at least 4 projects (2 per corridor)

Key Activities:

To arrive at these milestones, Key Activities expected of the Contractor include, but are not necessarily limited to, the following:

a. Support Project Selection and Scoping

- The Partner will select or put forward the projects to be supported
- If requested, the Contractor should support the development of selection criteria aligned with Partner's priorities
- Following project selection, the Contractor should conduct rapid assessments, prepare project profiles, readiness diagnostics and confirm that the projects are at a stage for further technical assistance/transaction advisory. Projects should be considered not just as standalone assets, but as part of an economic corridor (linking trade, agriculture, mining, or trade hubs).

b. SDM Deployment Planning

- In consultation with the Partner, define tailored SDM support packages for each project.
- Map stakeholders, institutional anchors, and existing support mechanisms.

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- Develop SDM deployment workplans with milestones⁷ and roles
- c. Technical, Regulatory and Commercial Advisory**
 - Conduct pre-feasibility studies (technical, land, permitting, market review, commercial viability, etc.) with particular emphasis on sustainability criteria
 - Review enabling policy and regulatory frameworks.
 - Identify gaps and propose early-stage interventions, e.g., regulation harmonisation requirements.
- d. Institutional Anchoring and Coordination**
 - Participate in engagement with national and regional (sector) institutions, Regional Economic Communities (RECs), the institution responsible for the corridor and other relevant public and private sector organisations, in line with mandates, coordination structures, and project governance, communicated by the Partner.
- e. Financing and Continuous Partnership Engagement**

To ensure effective implementation, GIZ and AUDA-NEPAD jointly established sector-based coordination committees involving PPFs, commercial lenders, DFIs, IFIs, and MDBs. The aim of the coordination committees was to develop sustainable partnerships and a network to exchange with regularly to better understand each other's needs and leverage on the private sector experience. Coordination focuses on the Team Europe actors (European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD), KfW Development Bank (KfW), Agence Française de Développement (AFD), private sector, amongst others).

These committees would:

- a. Identify and agree on priority portfolios of projects for preparation, market sounding, and financing
- b. Recommend updates and refinements to the SDM SOPs based on implementation experience.
- c. Syndicate and mobilize funding for project preparation, with mechanisms for cost recovery from projects that reach financial close (cost-recovery mechanism study/working paper; for further discussions with PPFs and DFIs)

Contractor's tasks in relation to Financing and Continuous Partnership Engagement:

- Map relevant financiers and project preparation facilities (PPFs), using any - information provided by the Partner as a baseline.
- Coordinate virtual or in-person meetings/workshops engagements with such financiers, focusing on the projects receiving TA.
- On an ongoing basis, collate proposed updates/refinements to the SDM SOPs as proposed by these actors for implementation by AUDA-NEPAD.

⁷ N.B. The milestones must include proposed next steps with a focus on the potential institutions to target for further financing (see **Fehler! Verweisquelle konnte nicht gefunden werden.. Fehler! Verweisquelle konnte nicht gefunden werden.Fehler! Verweisquelle konnte nicht gefunden werden.** below)

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- Align project documentation with the requirements of identified potential funder(s).
- Facilitate matchmaking and early-stage funder consultations.

f. Monitoring and Feedback

- Track project progress against SDM milestones.
- Capture lessons learned and refine SDM tools accordingly.
- Provide feedback to AUDA-NEPAD for continuous improvement.

Experts' inputs will be on a rolling basis and deployed rapidly through the SDM as and when required, in line with the needs outlined in the Task Order.

Milestones for Work Package 2	Delivery date/period (TBC in the inception phase)
Up to 4 Central Corridor projects advised via SDM ESP with Validated Business Cases, e.g., internal rate of return (IRR), net present value (NPV), sensitivity analyses complete; risk mitigation instruments in identified	Up to 18 months after the start of the contract
At least 3 Central Corridor projects' funding applications submitted via SDM ESP, including a role for private sector participation (e.g., PPP framework), as relevant	Up to 24 months after the start of the contract
Up to 4 North-South Corridor projects advised via SDM ESP with Validated Business Cases, e.g., IRR, NPV, sensitivity analyses complete; risk mitigation instruments in identified	Up to 24 months after the start of the contract
At least 3 North-South Corridor projects' funding applications submitted via SDM ESP, including a role for private sector participation (e.g., PPP framework), as relevant	Up to 36 months after the start of the contract
Funding mobilised for 4 projects, for example with written letter of intent (LOI) or binding commitments	10/2029

Work Package 3: Structured Market Sounding and Financing Sector Engagements for infrastructure projects

(shared funding – ENGAGE/InCORE attribution to be communicated when issuing Task Order)

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This work package is designed to facilitate structured, targeted engagements between project sponsors⁸ and financing institutions – multilateral, bilateral, commercial, and development finance actors – to improve alignment between early-stage project design and funder expectations, and to accelerate project bankability under AUDA-NEPAD's SDM framework. This work package builds on the outputs from other relevant programs such as CEPA, GET.invest and InCORE. Market sounding events will allow project sponsors to validate project structuring with the private sector and adapt structuring approaches based on real-time feedback thereby improving bankability.

The activities to be performed by the contractor are detailed below:

a. Market Sounding Strategy and Planning

- Identify priority themes such as distributed renewables, BESS, transmission corridors, interconnectors (cross-border transmission projects), catalytic projects, climate-relevant infrastructure, rail electrification, etc.
- Segment financiers by mandate, geographic focus, and risk appetite.

b. Stakeholder Mapping and Invitation

- Map relevant financing institutions and project sponsors across Africa (use the maps developed under Work Package 1 & 2 as a baseline).
- Prepare targeted outreach lists and engagement protocols.
- Issue formal invitations and briefing packs for sounding events to be held in parallel to major infrastructure-related conferences/ workshops, for example PIDA Week, Luanda Financing Summit, Energy Indaba etc.

c. Design and Facilitation of Sounding Events

- Organise structured market sounding sessions/ “deal rooms” (virtual or in-person). Use of existing market sounding events that are geared towards corridor development is highly recommended to enhance synergies with other initiatives.
- Facilitate thematic panels, bilateral exchanges, and matchmaking sessions.
- Ensure representation from project sponsors, financiers, and technical partners.
- At least one of the market sounding events is to be held in Europe, and should be coordinated with closely with the Africa-EU Energy Partnership (AEEP) to ensure strategic alignment.

d. Project Presentation and Feedback Capture

The contractor to assist with attracting funding for projects that are in the pre-feasibility stage, have completed advanced feasibility study phase or projects in the structuring phase (targeting financiers, project developers, contractors, institutional investors, and providers of risk mitigation instruments). The contractor will:

- Support project sponsors in preparing funder-aligned pitch decks.
- Develop feedback templates to capture funder insights on project readiness, gaps, and interest.

⁸ A project sponsor is the entity – such as a government agency, utility, private developer, or investor consortium – that originates, leads, and assumes responsibility for the development and/or implementation of an infrastructure project, by, inter alia, providing equity investment, managing risks, and securing financing and stakeholder support to ensure its successful delivery.

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- Document funder expectations and potential areas of alignment.
- e. Follow-Up and Relationship Building**
 - Coordinate post-event follow-ups with interested financiers.
 - Support AUDA-NEPAD in formalising engagement pathways, for example through Memorandums of Understanding (MoUs), working groups.
 - Maintain dynamic contact database and engagement tracker.
- f. Knowledge Sharing and Institutional Learning**
 - Synthesise insights into funder expectations, trends, and barriers.
 - Develop guidance notes and toolkits for future SDM engagements.
 - Contribute to AUDA-NEPAD's knowledge repository and dashboard.

Experts' inputs will be required on a rolling basis and deployed rapidly through the SDM, as and when required, in line with the needs outlined in the Task Order.

Milestones for work package 3	Delivery period
Investor Target Matrix: 10+ financiers with mandates, ticket sizes, contacts	Throughout the contract term in form of individual assignments (task orders).
Investor Sounding Session Reports e.g., Negotiation Records, LOI/MoU: Written expression of interest	
Funder Engagement Tracker: Database of contacts, funder interest, and follow-up actions and secured financing commitments	
Market Sounding Playbooks: Based on actual funder feedback, including investor feedback matrices, and funder insights and best practices for project sponsor-funder engagement.	
Project specific data room packages: Complete due diligence-ready packages for all projects submitted for financing applications	
European Investor Forum: Written EOIs from European private sector investor, DFIs	

Work Package 4: Capacity Development measures on how to advise infrastructure projects technically are implemented

(Overarching tasks – ENGAGE/InCORE attribution to be communicated when issuing Task Order)

This work package contributes to the overarching Capacity Development efforts of the InCORE programme.

Milestone 4.1: Technical staff of AUDA-NEPAD, institutions responsible for corridors have strengthened their technical advisory competencies to Member States on early-stage infrastructure development

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Milestone 4.2: Technical staff of Member States have strengthened their competencies in early-stage infrastructure development

Key Activities:

To achieve the abovementioned milestones, the Contractor shall:

- Conduct technical needs assessment of relevant stakeholders and based on identified capacity gaps, propose structured capacity building interventions for technical advisors and/or projects sponsors.
- Plan, prepare and deliver at least 2x capacity building measures (e.g. trainings, workshops) to apply the Partner and/or Member States. The trainings shall be based on the ongoing SDM project pipeline and other real life project examples. The target audience will be technical advisors of AUDA-NEPAD and CCTTFA/SADC/Member State representatives with participants ranging between 10-25 people. Format of trainings to be determined on consultation with the Partner and could include:
 - In-person workshops and/or webinars (1-3 days' duration)
 - Content for online e-learning platforms
 - Ongoing mentorship programme with a focus on capacitating female experts in the project teams
- Set up a tandem approach between AUDA-NEPAD's SDM team and STEs to provide ongoing TA coaching and guidance to SDM Analysts on project basis.
- Training on innovative technologies like cheap PV and batteries and their potential to reduce costs and increase grid stability
- Formulate lessons learnt, best practices and principles throughout SDM ESP TA which can be used as a guidance for strategic decision making and policy making by the Partner.
- The Contractor will remain available to provide ad hoc advisory on a variety of topics related to the project development as requested by the Partner. This could include but is not limited to supporting the formulation of smaller scale project proposals (e.g., on e-mobility, green cooling, green technology, BESS etc.), research and proposals on cost recovery mechanisms for projects that reach financial close and contribute to the development of proposals for the for additional commissions in these and/or other regional corridors and contribute to the harmonisation of SDM process and guidelines. This includes, among other possible activities:
 - Developing/updating sector-specific SDM standard operating procedures (SOPs) for vRE projects and other sectors
 - Engaging with relevant institutional stakeholders to quality assess the SOPs and align with their requirements as pertinent
 - Developing and delivering toolkits, guidelines, training materials and formats to encourage knowledge transfer
 - Supporting the digitalisation of the updated SOPs and their integration into the newly developed digital SDM platform.

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Milestones for Work Package 4 (TBC in the inception phase)	Delivery date/period (TBC in the inception phase)
Competency Gap Analysis: 100% of SDM analysts mapped to financing competencies	Up to 3 months after the start of the contract
4x final SOPs and/or SOPs ready for integration into Digital SDM	Up to 12 months after the start of the contract
Deal Team Shadowing Program: 4 AUDA-NEPAD SDM analysts on live transactions and technical advisory	Throughout (launched Month 6)
Structured Coaching: On specific project financing challenges	Throughout contract duration
First Cohort Complete: 2 analysts independent	Month 24
Second Cohort Complete: 2 additional analysts independent	Month 35
Independent Capacity Validated: 1 project to PPF with SDM analyst as primary	08/2029

Experts' inputs will be on a rolling basis and deployed rapidly through the SDM as and when required, in line with the needs outlined in the Task Order.

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

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

Requirements on materials and equipment and operating costs:

- The contractor provides equipment and supplies/non-durable items and assumes the associated 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.
- The contractor reports regularly to the partner in accordance with the General Terms and Conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Monitoring and reporting requirements:

The contractor reports to GIZ as follows:

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In addition to the reports specified in the GIZ General Terms and Conditions, the contractor submits the following reports in English:

- Provide inputs to the project's reporting to its commissioning parties upon request (usually these are sent to BMZ twice a year).
- Regular progress reports on the implementation status of activities (monthly updates), planned and recently concluded activities incl. consumption of resources (expert days in the form of time sheets, travel costs);
- Brief concluding reports on each individual assignment (up to 2 pages per completed assignment in English) by the respective assigned expert.

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences: The contractor will be expected to support the development of materials for presentation in public conferences. This includes but isn't necessarily limited to developing presentations, papers, project pitches or other formats and supporting the projects sponsors and/or the Partner in the delivery of these 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;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (sections 1.7 Confidentiality and 1.11 Data protection) apply.

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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. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to 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.

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:
 - Ensuring the equal representation and participation of both women and men in training workshops, consultation platforms, and policy research/studies.
 - All trainings (planned/ implemented) shall include the collection of gender disaggregated data.
- Environmental protection and climate action (climate change mitigation/adaptation):
 - Activities must be in line with the environment and climate assessment ("Umwelt- und Klimaprüfung", UKP) for the project to mainstream environment and climate aspects and to avoid unintended-negative results (the relevant documentation will be provided only to the contractor after contract start).
 - Project activities shall be linked with other policies and initiatives to improve the environmental quality and recover from the Covid-19 crisis with a focus on green, resilient, and inclusive development.
 - Implement a safeguard check (e.g., based on a brief assessment, checklist exercise) of all documents delivered (e.g., recommendations, guidelines etc.) to ensure that these will not have negative impacts on the environment or climate.
- Conflict and context sensitivity:
 - Respect of the UN principle "do no harm"

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- Consideration of specific conditions in the regions (by applying intercultural and political awareness and judgement)
- Follow a strict non-partisan approach and ensure that this is applied by partners as well (to mitigate potential reputational damage by potential side-lining of ethnicities by partners)

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

3. Technical-methodological concept

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

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

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the potential changes that are to be directly achieved by the object of the tender procedure. The resulting positive impact (section 1.1.1 of the assessment grid) should also be presented. The tenderer must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), for example by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks; and/or
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation.

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

Processes describe actions or sets of tasks that are necessary to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing public documents where possible, the processes in the sector that are relevant to the services put out to tender. The tenderer must describe the relevant actors (partners and others), including naming some for the service put out to tender and their interactions (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name.

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Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented. Importantly, the tenderer must show their understanding of and experience with two distinct (yet overlapping) partner ecosystems – one for energy projects (for Work Packages 1, 2 and 4) and the other for regional corridor development projects (for Work Packages 3 and 4) (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above and demonstrate how these are considered in the project's cooperation arrangements. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

The tenderer must describe and justify the strategy with which it intends to provide the services for which it is responsible, as described in Chapter 2 (section 1.3.1 of the assessment grid). Since the individual assignments which the contractor will be asked to provide experts for will be determined throughout the implementation phase, the tenderer is expected to explain how they intend to ensure the respective required flexibility.

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

- Not applicable -

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

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the fields of 'knowledge management' or Partner 'capacity development') and to describe them. In doing so, the tenderer is required to present and explain measures that

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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.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline briefly 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. In so doing, the tenderer should highlight any technical approaches to infrastructure project preparation that support gender equality. (This section differs from section 2.5 which focuses on gender balance in participatory formats, e.g., workshops and trainings).

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. In so doing, the tenderer should highlight any technical approaches to infrastructure project preparation that aim at improving the environmental and climate situation. (This section differs from section 2.5 which focuses on limiting the environment impact of the contractor's duties by, for example, using virtual engagement formats instead of in-person ones where practicable).

Requirement: 'Gender equality':	5 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	5 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure. Since the exact assignments which the tenderer will be asked to provide experts for will be exactly determined throughout the implementation phase, the tenderer is expected to explain how their operational plan and project management approach are flexible and responsive.

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3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain a general operational plan for implementing each Task Order. The operational plan must give insight into how the assignment times (periods and expert days), assignment of the individual experts, and milestones will be determined and presented following the issuing of a Task Order.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

- Not applicable -

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for their successful implementation of the services and to describe and explain the procedure for steering or coordinating the measures with them. This includes, indicating any expectations the tenderer may have for GIZ with regards collaborating with the implementing partners. The tenderer should outline what it expects for any other named implementing partners and highlight why this is important for successful implementation.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

- Not applicable -

3.5 Further requirements

(section 1.5 of the assessment grid)

- Not applicable -

4. Personnel

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

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

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‘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.

4.1 Expert 1: Team Leader / Pool Manager (section 2.1 of the assessment grid)

This position is a **key expert**.

Tasks of expert 1: Pool Manager

- Steering of the expert pools and all related administrative issues (e.g. contracting, payment, travel arrangements, etc.);
- Coordinating the individual assignments, objectives and tasks of the experts.
- Supporting the project team in determining assignments (provide drafts and comments on ToRs, concept notes etc.).
- Ensuring coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Maintaining and updating the database of experts, bringing in new selected experts that fulfil the criteria of one of the pools (see below) and meet the expectations of the partners and the project;
- If applicable, staff management for the individual assignment, in particular identifying the need for short-term experts within the available budget, planning and managing the assignments and supporting local and international experts
- Ensuring the quality of the work and expertise of the experts assigned;
- Ensuring adherence to agreed timelines, timely delivery of agreed products, reports etc.;
- Keeping track of project progress and consumption of resources;
- Coordinating with the project team:
 - Occasionally participate in the project team's meetings;
 - Participate in the projects' operational planning (usually conducted twice a year), as required;
- Regular progress reporting.

Qualifications of expert 1: Team Leader / Pool Manager

Education/training (section 2.1.1 of the assessment grid):	University degree (Master's or equivalent) in Engineering, Business Administration, or related fields.
Language (section 2.1.2 of the assessment grid):	Knowledge of English, level C1 (7/10 points) French, level C1 (2/10 point) Portuguese, level C1 (1/10 point) in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	15 years of professional experience in the energy/ infrastructure project development respective project management
Specific professional experience (section 2.1.4 of the assessment grid):	10 years of professional experience including early-stage project development in energy, transportation and/or industrialisation projects, as per the qualification (criterion 2.1.1)

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Leadership/management experience (section 2.1.5 of the assessment grid):	7 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for technical experts
International professional experience outside the country /region of assignment (2.1.6 of the assessment grid)	A total of 3 years working experience in two (2) or more Organisation for Economic Co-operation and Development (OECD) member countries ⁹ (reference projects with an assignment time (full-time months worked) of three months or more within one calendar year will be assessed as one year of work experience).
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	8 years of professional experience in a Central Corridor, North-South Corridor, EAPP and/or SAPP Member State(s) (<i>see list of countries in footnote on Page. 6</i>)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	Not applicable

4.2 Expert 2 – Pool 1: Engineering Pool with experts in renewable energy, transport and industrial project development with international experience with 5-10 experts

(sections 2.2 of the assessment grid)

In derogation from the number of experts mentioned above, 4 CVs must be added to the tender (2 vRE specialist (solar/ wind), 2 transport infrastructure experts). The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

Pool 1 contains technical engineering experts and experts who can be deployed as task leaders for individual TA packages. The pool should therefore be composed in such a way that all the required tasks are covered in total.

Experts can be added / exchanged during the contract period in consultation with the Partner.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ

⁹ OECD member countries include: Australia, Austria, Belgium, Canada, Chile, Colombia, Costa Rica, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Latvia, Lithuania, Luxembourg, Mexico, Netherlands, New Zealand, Norway, Poland, Portugal, Slovakia, Slovenia, South Korea, Spain, Sweden, Switzerland, Turkey, United Kingdom, United States

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must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

In addition to the expert profiles whose CV are submitted and evaluated in the technical assessment, the Contractor shall provide experts with comparable profiles to those laid out as qualifications for Expert Pool 1 below, in years and places of experience, language skills but with qualifications relevant to the required skills as follow here:

- RE covering hydro, solar, wind, and/or geothermal engineering
- UHV/HV transmission infrastructure development
- BESS in the high or medium voltage grid
- transport engineering covering rail, road, ports
- industrial project development (SEZs, industrial parks, agri-business consolidation facilities, cold chain technology, dry ports).

Tasks of the Expert 2: Pool 1 – Engineering Pool

- Overall responsibility for the assigned individual advisory packages (TA packages).
- Taking cross-cutting themes and co-benefits into consideration (for example gender equality, human rights, climate and environmental protection issues)
- Regular reporting in accordance with deadlines.
- Financial planning and monitoring of the assignment in consultation with the officer responsible for the commission at GIZ.
- Quality control of the deliverables.

Qualifications of Expert 2: Pool 1 – Engineering Pool with international experience

Education/training (section 2.2.1 of the assessment grid):	Master's degree (or equivalent) in Engineering, Project Management, Infrastructure Development or related field.
Language (section 2.2.2 of the assessment grid):	Knowledge of English, level C1 (7/10 points) French or Portuguese, level C1 in combination with English, level B1 (3/10 points) in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	Each expert with 8 years in infrastructure project development.
Specific professional experience (section 2.2.4 of the assessment grid):	Each expert with 5 years of professional experience in whichever area of expertise (energy, infrastructure or industrialisation) they will support: <ul style="list-style-type: none"> • solar PV engineering • wind power engineering • hydropower engineering • transmission infrastructure development • geothermal power generation • BESS in the high or medium voltage grid • transport engineering (rail, road, ports)

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	<ul style="list-style-type: none">industrial project development (SEZs, industrial parks, agri-business consolidation facilities, cold chain technology, dry ports) <p>The bidder must indicate the respective specific experience in the CV.</p>
Leadership/management experience (section 2.2.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	Each expert with a total of 3 years working experience in the relevant specialised topic (criterion 2.2.4) in two (2) or more OECD member countries (reference projects with an assignment time (full-time months worked) of three months or more within one calendar year will be assessed as one year of work experience).
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	2 years of professional experience in a Central Corridor, North-South Corridor, EAPP and/or SAPP Member State(s) (see list of countries in footnote on Page. 6)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.2.9 of the assessment grid):	<i>Not applicable</i>

4.3 Expert 3 – Pool 2: Project development support services with international experience with 3-6 experts

(sections 2.3 of the assessment grid)

In derogation from the number of experts mentioned above, **3** CVs must be added to the tender (1 legal expert, 1 environmental expert, 1 finance expert). The ability of the tenderer to offer the pool of experts required here is assessed solely based on these exemplary CVs.

Pool 2 contains technical engineering experts and experts who can be deployed as task leaders for individual TA packages. The pool should therefore be composed in such a way that all the required tasks are covered in total.

Experts can be added / exchanged during the contract period in consultation with the Partner.

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

In addition to the expert profiles whose CV are submitted with the bid and evaluated in the technical assessment, the Contractor shall be able to provide experts with comparable profiles to those laid out as qualifications for Expert Pool 2 below in years and places of

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experience, language skills but with qualifications relevant to the required skills, as follow here:

- Infrastructure project financing
- Infrastructure project legal compliance and advisory
- Environmental management, including environment and social impact assessments
- Institutional development and public administration

Qualifications of the Expert 3: Pool 2 – Project development support services with international experience

Education/training (section 2.3.1 of the assessment grid):	Master's degree (or equivalent) in law, finance, economics, or business administration, or relevant field.
Language (section 2.3.2 of the assessment grid):	Knowledge of English, level C1 (7/10 points) French or Portuguese, level C1 in combination with English level B1 (3/10 points) in the Common European Framework of Reference for Languages
General professional experience (section 2.3.3 of the assessment grid):	Each expert with 10 years experience in finance, syndication, and/or cross-border investment structuring.
Specific professional experience (section 2.3.4 of the assessment grid):	Each expert with 5 years in infrastructure project development with a focus on transport, energy and industrial development sectors, including at least one of the below: <ul style="list-style-type: none"> - Infrastructure project finance - Infrastructure project legal compliance and advisory - Environmental and social impact assessments - Institutional capacity development and administration The bidder must indicate the respective specific experience in the CV.
Leadership/management experience (section 2.3.5 of the assessment grid):	<i>Not applicable</i>
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	Each expert with 3 years working experience in the relevant specialised topic (criterion 2.3.4) in two (2) or more OECD member countries (reference projects with an assignment time (full-time months worked) of three months or more within one calendar year will be assessed as one year of work experience).
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 years of professional experience in a Central Corridor, North-South Corridor, EAPP and/or SAPP Member State(s) (<i>see list of countries in footnote on Page. 6</i>)
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	<i>Not applicable</i>

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Other (section 2.3.9 of the assessment grid):	<i>Not applicable</i>
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4.4 Expert 4 – Pool 3: Engineering experts with national and/or regional expertise

(section 2.4 of the assessment grid)

In derogation from the number of experts mentioned above, **4 CVs** must be added to the tender (2 vRE specialists (solar/ wind), 2 transport infrastructure experts). The ability of the tenderer to offer the pool of experts required here is assessed solely based on these exemplary CVs.

Pool 3 contains technical engineering experts who can be deployed as task leaders for individual TA packages. The pool should therefore be composed in such a way that all the required tasks are covered in total.

Experts can be added / exchanged during the contract period in consultation with the Partner.

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

In addition to the expert profiles whose CV are submitted with the bid and evaluated in the technical assessment, the Contractor shall provide experts with comparable profiles to those laid out as qualifications for Expert Pool 3 in years and places of experience and language skills but with qualifications relevant to the required skills, as follow here:

- RE covering – solar, wind, and/or geothermal engineering
- UHV/HV transmission infrastructure development
- BESS in the high or medium voltage grid
- transport engineering (rail, road, ports)
- industrial project development (SEZs, industrial parks, agri-business consolidation facilities, cold chain technology, dry ports).

Tasks of Pool 3, the national / regional Engineering experts

- Conduct pre-feasibility or parts of feasibility studies.
- Conduct energy resource assessments.
- Support in economic and financial cost benefit analysis of renewable energy and transmission projects.
- Provide national and context specific experiences and knowledge in the different topics.
- Support in the assessment of national policy, business models and regulatory frameworks of energy projects around the continent.
- Support in the design and preparation of training events or knowledge management activities.

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- Procurement and compilation of locally available information (studies, local standards and norms, best practices, etc.)
- Local organisation of meetings with relevant stakeholders, project sponsors, etc.
- Regular reporting in accordance with deadlines.
- Financial planning and monitoring of the assignment in consultation with the officer responsible for the commission at GIZ.
- Quality control of the deliverables.

Qualifications of Expert 4: Pool 3: Engineering experts with national and/or regional expertise

Education/training (section 2.4.1 of the assessment grid):	Master's degree in engineering, project management infrastructure development, or related discipline.
Language (section 2.4.2 of the assessment grid):	Knowledge of English, level C1 (7/10 points) French or Portuguese, level C1 in combination with English, level B2(2/10 points) Swahili, level B2 (1/10 points in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	Each expert with 8 years of professional experience in infrastructure project development in Africa.
Specific professional experience (section 2.4.4 of the assessment grid):	Each expert with 5 years of professional experience in whichever area of expertise (energy, infrastructure or industrialisation) they will support: <ul style="list-style-type: none"> • solar PV engineering • wind power engineering • hydropower engineering • transmission infrastructure development • geothermal power generation • BESS in the high or medium voltage grid • transport engineering (rail, road, ports) • industrial project development (SEZs, industrial parks, agri-business consolidation facilities, cold chain
Leadership/management experience (section 2.4.5 of the assessment grid):	<i>Not applicable</i>
National/ regional professional experience outside the country of assignment (section 2.4.6 of the assessment grid):	<i>Not applicable</i>
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	Each expert with 5 years of professional experience in a Central Corridor, North-South Corridor, EAPP and/or SAPP Member State(s) <i>(see list of countries in footnote on Page. 6)</i> (reference projects with an assignment time (full-time months worked) of three months or more within one calendar year will be assessed as one year of work experience).

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Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.4.9 of the assessment grid):	<i>Not applicable</i>

4.5 Expert 5 – Pool 4: Project development support services with national and/or experience with 3-6 experts

(sections 2.5 of the assessment grid)

In derogation from the number of experts mentioned above, **3** CVs must be added to the tender (1 project legal expert, 1 environmental expert, 1 project finance expert). The ability of the tenderer to offer the pool of experts required here is assessed solely based on these exemplary CVs.

Pool 4 contains technical engineering experts and experts who can be deployed as task leaders for individual TA packages. The pool should therefore be composed in such a way that all the required tasks are covered in total.

Experts can be added / exchanged during the contract period in consultation with the Partner.

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

In addition to the expert profiles whose CV are submitted with the bid and evaluated in the technical assessment, the Contractor shall provide experts with comparable profiles to those laid out in the qualifications for Expert Pool 4 below in years and places of experience, language skills but with qualifications relevant to the required skills, as follow here:

- Infrastructure project financing
- Infrastructure project legal compliance and advisory
- Environmental management, including environment and social impact assessments
- Institutional development and public administration

Qualifications of the Expert 5: Pool 4 – Project development support services with national and/or regional experience

Education/training (section 2.5.1 of the assessment grid):	Master's degree (or equivalent) in finance, economics, or business administration.
Language (section 2.5.2 of the assessment grid):	Knowledge of English, level C1 (7/10 points) Knowledge of French or Portuguese in combination with English, level B1 (3/10 points) Knowledge of Swahili, level B2 (1/10 points) in the Common European Framework of Reference for Languages

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General professional experience (section 2.5.3 of the assessment grid):	Each expert with 8 years in project finance, syndication, and/or cross-border investment structuring.
Specific professional experience (section 2.5.4 of the assessment grid):	Each expert with 5 years in infrastructure project development with a focus on transport, energy and industrial development sectors, including at least 3 years in one of the below. <ul style="list-style-type: none"> - Infrastructure project finance - Infrastructure project legal compliance and advisory - Environmental and social impact assessments - Institutional capacity development and administration
Leadership/management experience (section 2.5.5 of the assessment grid):	<i>Not applicable</i>
National/ regional professional experience in/ outside the country/region of assignment (section 2.5.6 of the assessment grid):	<i>Not applicable</i>
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	Each expert with 5 years of professional experience in a Central Corridor, North-South Corridor, EAPP and/or SAPP Member State(s) <i>(see list of countries in footnote on Page. 6)</i> (reference projects with an assignment time (full-time months worked) of three months or more within one calendar year will be assessed as one year of work experience).
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	<i>Not applicable</i>
Other (section 2.5.9 of the assessment grid):	<i>Not applicable</i>

The tenderer must assign all the proposed experts of the pools 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-oriented working methods

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- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToR (the expert positions and expert days and the budgets specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively.

Please note: Only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of expert days indicated, as this is only an estimate that is used for price evaluation.

5.1 Assignment of experts

The number of expert days corresponds to full working days in accordance with GIZ General terms and conditions 2023 sec. 3.3.1.

Expert position	Expert days in the country of residence/remote		Availability of expert in the country of assignment* in expert days		TOTAL			Number of international flights	Number of national flights
	ENGAGE	InCORE	ENGAGE	InCORE	ENGAGE	InCORE	Total		
Expert 1: Pool Manager	120	80	0	0	120	80	200	8	8
Expert 2: Engineering Pool	74	66	40	0	114	66	180	5	8

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Expert 3: Support Services Pool	16	14	10	0	26	14	40	5	8
Expert 4: Engineering Pool	352	352	82	40	434	392	826	5	8
Expert 5: Support Services Pool	78	78	18	10	96	88	184	5	8

**Relocation is not required, no consecutive stay > 3 months acc. to the General Terms and Conditions, section 3.6.2 are foreseen. Short duty trips in country may be required for meetings, site visits, conference attendance, delivering workshops or other in-person activities.*

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

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

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

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

5.3.2 Travel expense requirements

Travel is expected to the one or more of the Central Corridor, North-South Corridor, EAPP, SAPP and/or EU Member States. The travel expenses must be costed as follows by the contractor.

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The specified amounts are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can also offer lower individual amounts.

Higher amounts must not be included in the tender.

Travel expenses item	Quantity	Maximum amount (up to) per unit in EUR
Total number of international flights	28	Round trip economy class fare 1.500 EUR
Total number of regional/national flights	40	Round trip economy class fare 750 EUR
Transport costs (rail travel, car travel, public transport)	1	15.000 EUR
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	1	5.000 EUR
All of below: An unalterable budget for settlement against evidence is specified in the price schedule.		
CO ₂ offsets for flights	1	8.720 EUR
Per-diem allowances, travel days and onsite days	1	13.650 EUR
Accommodation allowances	1	28.200 EUR

Per-diem allowances for travel days and onsite days are reimbursed as a lump sum against evidence of expenditure 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>).

Notes on the settlement of accommodation allowances outside Germany:

Accommodation allowances are reimbursed against evidence of expenditure 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>).

5.4 Materials and equipment

– Not applicable –

All experts shall be in possession of adequate equipment for the tasks described above (laptop, MS Office standard software, mobile phone).

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5.5 Operating costs in the country of assignment

– Not applicable –

5.6 Workshops, education and training

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

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 100,000

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 language.

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, work plan CVs and CV for the backstopper). Additional pages exceeding this limit an annexes not requested will **not** be assessed. External content (e.g. links to websites) will also be disregarded.

All CVs proposed in accordance with section 4 of the ToRs must be submitted in EU format and must not be more than four pages in length. The CVs are to be submitted in English language.

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:

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- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in **full-time expert days, weeks or months** (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in **full-time expert days, weeks or months**) (if relevant)

In order to facilitate the assessment, we request that the bidder numbers the references sequentially and provides only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

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

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The items shown in section 5 of these Terms of Reference can be increased by up to 1.5 million EUR and extended by up to 24 months. Within this framework, the options can be exercised in up to two parts.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded with another entity to provide cofinancing for the measure.

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7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

- Not applicable -

7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.