

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

CONFIDENTIAL

Project title:

Skills Development for Youth Employment in Nigeria (SKYEII)

Country:

Nigeria

Subject of the tender procedure:

Strengthening policy frameworks for the promotion of Gender, Inclusion and Green Skills in TVET and Employment Promotion

Processing

number/cost centre:

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Internal order:

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Tender number:

10005680

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0. List of abbreviations

BMZ	German Federal Ministry of Economic Cooperation and Development
CD	Capacity Development
FCT	Federal Capital Territory
GIZ	Deutsche 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
GRPB	Gender Responsive Planning and Budgeting
ICT	Information and communication technology
KOMP	Cost per output monitoring and forecast
LoI	Letter of intent
MoU	Memorandum of Understanding
RMO	Risk Management Office
SKYE	Skills Development for Youth Employment
ToRs	Terms of reference
TVET	Technical Vocational Education and Training
WP	Work package

1. Context

The module "Skills Development for Youth Employment (SKYE II)" in Nigeria is part of the programme "Training and Sustainable Growth for Decent Jobs" and is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

It is one of a total of six modules in the development cooperation programme "Training and Sustainable Growth for Decent Jobs" and builds on the previous TC module SKYE. The module is co-financed by the Swiss Agency for Development and Cooperation (SDC).

SKYE II aims to improve employment and income opportunities for Nigerian young people. To achieve this, the SKYE II follows an integrated approach to employment promotion. Measures on the supply side of the labour market (promotion of technical and vocational education and training (TVET) are combined with interventions in employment services (matching, career guidance and counselling job matching and job placement, short-term trainings and labour market information). SKYE II focuses on sectors with high employment potential by improving employability for dependent or self-employment, while promoting a favourable environment for the creation of new jobs in labour-intensive sectors and supporting the matching of labour supply and demand. The programme aims to improve employment prospects and income of the target groups through various interventions. It addresses strengthening of policy frameworks for development of demand-oriented vocational training and promotion of employment; improving the quality of vocational training; strengthening job centres and expanding the active labour market measures for employment promotion; strengthening structures for sustainable training of staff of vocational education and career counsellors; and strengthening private sector engagement in TVET.

Situation in the intervention area:

The implementation of critical macroeconomic reforms, including the removal of fuel subsidies, unification of exchange rates, and liberalization of the Forex (FX) market in 2023, has helped stabilize Nigeria's economy. These reforms have closed parallel market gaps and attracted renewed investor confidence. Real GDP growth was projected at 3.9% in 2025, driven by stronger hydrocarbon output and a resilient services sector. Interest rates were 14.45% as of November 2025. The official unemployment figure dropped from 33% into a one-digit area of 4.3% in 2024 after a change of the statistical methodology following International Labour Organisation (ILO) standards. This, however, without any apparent improvements in the labour market.

The Nigeria Labour Force Survey 2024 shows that a huge part of the work force remains underemployed, and the Nigerian labour market remains highly informal with 93% and self-employed at 86%. Women continue to face various forms of discrimination in their daily lives: low entrepreneurship, restricted access to wealth and land, high levels of violence against women and low access to high-ranking government positions. These are reflections of pronounced social norms and a still prevalent patriarchal understanding of gender roles. Against the backdrop of the current overall economic and labour market situation in Nigeria, the core problem in the intervention area remains.

In summary, the inadequate access of trainees and job seekers to the labour market remains the key challenge. SKYE II directly addresses the necessary improvements regarding the quality and needs orientation of TVET and labour market services and thus access to employment. Accordingly, the module objective is – Access to the labour market for current and future trainees and job seekers in selected states of Nigeria is improved.

SKYE II focuses on policy advisory related to TVET and employment promotion, strengthening the capacities of relevant structures, e.g. public-private dialogue on the macro level, further TVET teachers training, and the systemic anchoring and implementation of the occupational standards developed in selected TVET institutions, strengthening the cooperation of the institutions with the private sector, as well as support in establishment of new job centres and further development of Active Labour Market Measures (ALMM) and Labour Market Information System (LMIS). Thereby, cooperation with the private sector is key. Gender equality serves as a cross-cutting topic and plays a crucial role in all focus areas.

SKYE II Target groups are TVET students, job seekers (unemployed and underemployed), who are given access to demand driven TVET and the labour market measures in the following states: Federal Capital Territory (FCT), Edo, Enugu, Lagos, Ogun and Plateau. In addition, the target groups also include graduates of skills-based training programmes and job seekers, with a special focus on women, vulnerable and disadvantaged groups who do not have equal economic participation due to poorer access to educational opportunities.

The **intermediaries** are the TVET personnel and career counsellors in the selected federal states. They are trained to convey the training content to the target groups and provide needs-oriented advice, with women being empowered to take on a role model and multiplier role to make TVET occupations more attractive and accessible for young Nigerians. Officials from federal and state institutions for TVET and employment promotion and employees from the private sector, civil society and associations, act as mediators and ensure that vocational qualifications and job placement offers meet the needs to the target groups.

Impact assumptions:

Output 1 aims to ensure that relevant public and private sector stakeholders in TVET and employment promotion have jointly submitted evidence-based policies, strategies, and action plans for TVET and employment promotion with implementing activities focused on gender, inclusion, and green topics contributing to a socially just green transformation (Just Transition). The measures aim to improve career orientation as well as vocational training and employment promotion for young women in the digital economy, green sectors, creative industries and the hospitality sector. Cooperation between the relevant stakeholders is supported in dialogue forums. The impact assumption is that this cooperation will contribute to a stronger focus on the needs of TVET and labour market services.

Output 2 works to improve the quality of TVET in terms of its demand-oriented, skills-based provision in selected economic sectors. Competency-based training programmes increase graduates' chances of finding employment and contribute to reducing unemployment. The anchoring, implementation and dissemination of developed standards, the close collaboration with relevant partners from the private sector and training courses for TVET teachers and in-company trainers lead to improved quality. A basic modular course on green skills on environmental protection and sustainability is introduced, and green occupation-specific learning is promoted in TVET courses.

Output 3 aims to expand, quantitatively and qualitatively, the range of ALMM offered by employment service institutions for integration into the labour market in selected states. This includes integration of the green basic module (Output 2) and along with additional green skills – such as energy efficiency and building materials for the construction and building sector – into qualification measures for job seekers. The establishment of new job centres and the enhancement of services, will improve access to labour market for graduates and job seekers, ultimately facilitating their employment. The prerequisite is that state labour market institutions, such as job centres, are provided with sufficient financial and human resources and that the private sector is effectively and efficiently involved.

Output 4 aims to strengthen the structures for the sustainable training of TVET personnel and career counsellors, with gender responsive approaches and green skills cross-cutting topics. The impact assumption is that the long-term quality of TVET and job placement is largely dependent on staff and their sustainable qualification. Strengthening the initial and further training of personnel, therefore, leads to a sustainable improvement in TVET and labour market services. It is assumed that labour market and TVET institutions require better qualified trainers and TVET school teachers and better qualified TVET counsellors and are willing to implement such a structure independently.

Output 5 promotes sustainable collaboration between TVET institutions and the private sector. The organised private sector, chambers, and associations act as intermediaries. Additionally public TVET institutions and private institutions (associations, NGOs, companies) implement competency-based training to other target groups. To expand access to training opportunities for women, particular attention is being paid to the creative industries, such as the fashion and film industries, as well as the ICT, green economy and the hospitality sector. Collaboration with European economic actors is envisaged. The mobilisation of private funding for TVET through integrated development partnerships with the private sector (iDPPs) contributes to this.

Methodological approach

Strategy: SKYE II builds on the impact achieved under SKYE I regarding enhancing the demand-orientation of TVET and the expansion of capacities in TVET and employment promotion. At the macro level, SKYE supports further improvement of the regulatory frameworks, which also includes establishing and strengthening cooperation between stakeholders to make change processes more efficient and sustainable. At the meso level, the Capacity Development (CD) strategy strengthens the capacities of intermediary organisations, while at the micro level, partners are supported in developing, adapting and implementing TVET and labour market policies and strategies. The project also specifically promotes the participation of women, vulnerable and disadvantaged groups at all levels.

Based on the findings from the implementation, SKYE II specifically promotes the dissemination of successful interventions piloted during SKYE I, such as the implementation of occupational standards and the establishment of job centres. The project focuses on needs-oriented training opportunities in the construction, digital, creative, hospitality, agriculture and green economy sectors, fostering a close collaboration with the industry.

The contract will focus on Output 1 and will support the development of policy, strategy, and framework documents, Gender Monitoring Dashboard, Green Economy dialogues, Capacity Development Measures, for Public and Private sector action in the states of Abuja, Edo, Enugu, Ogun, Lagos and Plateau as stipulated in the tasks to be performed in section 2 below.

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2. Tasks to be performed by the contractor

2.1 Term

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

2.2 Objectives, indicators, work packages, milestones

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

Module objective:

Access to the labour market of current and future trainees and job seekers in selected states in Nigeria has improved.

Module objective indicators

Module objective indicator 1:

8 measures to promote employment, which have emerged from the dialogue forums of relevant actors in vocational education and training and employment promotion at federal or national level, have been implemented, 2 of them for the promotion of women.

Baseline: 0 employment-promoting measures (8 policy recommendations were developed in the preliminary project SKYE I but have not been implemented yet)

Target value: 8 measures to promote employment, of which 2 measures to promote women

Contribution of the contractor is broken down as follows:

- 3 policy documents are to be developed
- 3 state summits
- 3 zonal dialogues
- 2 capacity strengthening workshops would be held for policy actors (this would be a collation of partners in all SKYE implementing states)

Module objective indicator 2:

1,625 of the 2,500 graduates of training courses supported by the project, 30% of whom are women, are in paid or self-employed employment 6 months after graduation.

Baseline: 112 graduates currently in training, 31% of them women

Target value: 1,625 graduates in employment or self-employed, of which 30% are women

Module objective indicator 3:

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The unemployment rate among the annual approximately 4,000 graduates of selected vocational schools has fallen from 42.5% to 30%.

Baseline: 42.5% unemployment rate (2020)

Target value: 30 %unemployment rate

Module objectives indicator 4:

21,000 of 35,000 users of services of the supported job centres name the services as the most important or second most important deciding factor in planning their further career 3 months after use.

Baseline: 0 users (no surveys of job centre users have been conducted so far)

Target value: 21,000 users

The baseline and target values for project objective indicators 3 and 4 are preliminary. They will be reviewed in the first year of implementation and adjusted as necessary in the first reporting.

The contractor will not be contributing directly to the achievement of module objective indicators 2-4.

Output 1:

Relevant actors in TVET and employment promotion have jointly submitted proposals for measures to promote TVET and employment .

Output indicator:

- 1.1 Members of dialogue forums at state or national level have jointly developed 24 measures for demand-oriented vocational training or employment promotion, including 6 measures to promote women and 2 measures to promote green skills (Contribution of the contractor: 30 %).

The contractor contributes to the achievement of the above-mentioned output and is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1 (part of Output 1.1.): Development of Gender-Responsive Policy and Strategy Framework documents

This work package focuses on developing measures to promote gender responsive systems and inclusion of women in TVET and employment opportunities, particularly in emerging sectors like the digital economy, green economy, creative industries, and hospitality.

Tasks include developing (consolidations and writing in English) inclusive gender-responsive policy documents and validating the Policy through stakeholder workshops. Implementation

and sustainability strategies will also be provided to partners. Precisely, the contractor is responsible for:

1. Domesticating a Gender Responsive Planning and Budgeting (GRPB) Framework in Enugu, Plateau, and Lagos States. Key deliverables include:

- 1) Conducting stakeholder consultations, consultative workshops, and validation workshops with partners including but not limited to ministries, departments, and agencies, private sector actors, and civil society organisations. This is to be done in each state.
- 2) Development (consolidating workshop contributions and writing) of three state policy/strategy documents and implementation/action plans. One for Enugu, Plateau and Lagos states.
- 3) Providing ongoing technical support post-validation, including coaching and capacity-building for partner institutions to ensure effective implementation
- 4) Technical support to organise three Budget Circular Summits in Enugu, Plateau, and Lagos State with supporting communiques outlining summit resolutions. One summit per state.

2. Budget Circular Summit (see point 4 above) will be conducted, similar to the Edo GRB State model (information on this model will be provided to the contractor).

GIZ will provide oversight and quality assurance of policy documents, and workshop materials.

The contractor will take the lead in drafting all key policies and implementation/action plans documents under work package (WP) 1, coordinating closely with relevant stakeholders and GIZ Policy team. In addition to facilitating stakeholder consultation workshops, validation workshops, and summits, the consultant will provide ongoing technical support post-validation, including capacity-building for partner institutions to ensure effective implementation of the developed policies/strategy documents.

The **expected deliverables** include:

- Three days bilateral stakeholder consultations for GRPB in Enugu, Plateau, and Lagos (9 days total)
- Four days consultative workshop each for a gender responsive planning and budgeting framework document in Enugu, Plateau and Lagos (12 days total)
- Two days validation workshop each for gender responsive planning and budgeting framework document in Enugu, Plateau and Lagos (6 days total)
- Three gender responsive planning and budgeting framework documents (max 80 pages): one each for Enugu, Plateau and Lagos.
- Three days GRB summit, one day per state (Enugu, Plateau, and Lagos) (3 days total)
- Three communiques from budget circular summits (max 5 pages): one each for Enugu, Plateau, and Lagos

Milestones for work package 1 / Output 1	(expected) Delivery period: November 2026 – March 2028
Onboarding meeting (GIZ and Consultants)	1week after the start of the contract
Inception report and work plan	3 weeks after the start of the contract
Stakeholder mapping and desk review	January 2027
Bilateral stakeholder consultations have been conducted in Enugu, Plateau, and Lagos	March 2027
GRPB consultative workshops have been conducted in Enugu, Plateau and Lagos	April 2027
GRPB validation took place in Enugu, Plateau and Lagos	June 2027
3 GRB Summits one each for Enugu, Plateau and Lagos have been conducted	September 2027
3 communiques from budget circular summits are available	November 2027
3 GRPB framework documents are available	March 2028

Note: This work package is planned to take place from November 2026 to March 2028, and the onboarding meeting will clarify timelines to make planning more realistic according to the recommendations from the contractor and agreements with the GIZ team. Estimated number of participants per consultative workshop is 50 while summit estimates are around 100.

Work package 2 (part of Output 1): Green Economy Dialogues

This work package seeks to foster innovation, learning and dialogue around green economy especially involving women and youth in TVET, employment promotion, skills development and private sector collaboration. It focuses on promoting meaningful discussion between the private, public and civil society actors that have key stakes in the green economy sector. These dialogues aim at addressing key thematic topics and providing recommendations to the various state governments and federal governments to tackle the challenges and peculiarities faced in the states while implementing green economy measures. It will equip women and youth with platforms needed to engage meaningfully in emerging sectors.

There is a global transition to green economy which creates new employment and entrepreneurship opportunities. Therefore, there is a growing need to support women and youth in accessing these prospects by improving their access to relevant training, professional networks, and pathways into emerging sectors.

WP2 addresses this gap by facilitating public and private sector dialogue to promote equitable participation and local ownership of green transition for economic development through skills development, labour market and private sector development, and systemic inclusion of women, youths, and Persons with Disability.

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WP2 innovations, lessons, and community-generated solutions will be fed into WP1 policy processes and dialogues. Joint events and feedback loops will ensure local voices inform national planning and state-level green economy strategies.

As a precedent to the objectives of WP2, there have been green dialogues in Plateau State to discuss the green economy covering the challenges for implementation and the opportunities they present to business owners, training institutions and overall state objective for employment promotion. In Lagos, a Climate Change Mainstreaming Conference was organised to support the efforts of the federal and state governments in mainstreaming the topic of climate change, climate financing and other mechanisms in state development plans. SKYE will also embark on a green ecosystem analysis to map out key policies and stakeholders to interact with for the effectiveness of these green dialogues.

The contractor is responsible for

- Designing, organising and facilitating high level regional dialogues in collaboration with GIZ, partners and consultants
- Aligning the green economy dialogues to follow different need-based thematic areas in the various regions, for instance, Eco Tourism, Green Construction, etc in selected SKYE focus states.
- Use participatory approach to surface local innovation in teaching and learning, share success stories, and inform policy recommendations aligned with inclusive green growth.
- Develop and review minutes of meeting, communiques and reports including participant feedback and outcome summaries for each dialogue.
- Development of a sustainability roadmap to enable partners continue dialogues and implementation of recommendations with little GIZ support.

The **expected deliverables** include:

Inclusive dialogues and workshops

- Three high level regional dialogues of 80 participants each to foster collaboration between policymakers, private sector actors, civil society, academia, and youth/women-led organizations (6 days total /2 days per region);
- Two-page minutes of meeting after every dialogue with key discussion points and participant's feedback;
- Three-page communique containing action plans and responsibilities after each dialogue (nine pages in total);
- Five-page detailed report after each dialogue including key discussions, outcomes and policy recommendations (fifteen in total);
- A ten-page consolidated sustainability roadmap with minimum three pages for each state/region after the dialogues;
- A five-page concept for a Green Economy Conference based on the discussions from the regional dialogues.

Milestones for work package 2

(expected) Delivery period:

January 2027 – February 2028

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1 Northern Regional Dialogue Workshop has been held in Plateau and the respective documents are available	March 2027
1 Southern Regional Dialogue Workshop has been held in Enugu and the respective documents are available	June 2027
1 Western Regional Dialogue Workshop held in Lagos and the respective documents are available:	September 2027
Consolidated sustainability road map has been developed	September 2027
Concept for a Green Economy Conference has been developed	March 2028

Note: This work package is planned to take place from November 2026 to March 2028, and the onboarding meeting will clarify timelines to make planning more realistic according to the recommendations from the contractor and agreements with the GIZ team. Estimated number of participants per dialogue is 80.

Work package 3 (part of Output 1): Capacity Development for Public and Private Sector Actors

This work package aims to enhance the technical capacities of key public actors, TVET governance bodies, and private sector actors to effectively integrate gender responsive principles into the design, delivery, and oversight of policies, programs, and practices related to Technical Vocational Education and Training (TVET) and Employment Promotion.

While many institutions express commitment to being gender responsive, practical implementation is often hampered by limited technical knowledge, lack of institutional guidelines, and weak coordination amongst stakeholders. WP3 addresses this by offering targeted capacity development training, and technical support to foster sustainable and systemic change.

Activities include two capacity development trainings which will focus on the topics of the green economy and gender. The training should emphasise how partners can build gender responsive and transformative institutions, including TVET institutions, public and private institutions and employment promotion programs, and deepen their knowledge and understanding of green economy and green skills and what type of interventions and solutions work for their institutions.

The contractor will be responsible for the following tasks:

1. Conduct capacity and training needs assessment
 - Identify institutional and individual capacity gaps related to gender mainstreaming, inclusion, and green economy integration for selected institutions.
2. Design and delivery of two capacity development training modules:

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- Module 1: Building Gender-Responsive and Transformative Institutions; covering inclusive policy frameworks, institutional gender mainstreaming, data and reporting, gender planning, budgeting, and accountability mechanisms.
- Module 2: Integrating Green Economy and Green Skills in TVET and Employment Promotion; focusing on the transition to a sustainable economy, green occupations, practical policy and exemplary models.

3. Develop practical institutional tools such as:

- A gender integration checklist.
- Institutional self-assessment templates.
- Action planning guides for implementing gender and green economy measures.

Note: Training courses would utilise participatory and experiential learning methodologies that ensure engagement of public and private sector actors.

Expected **deliverables** are training reports, and collaboration plans.

- Capacity and training needs assessment
- Develop two training modules, a workshop guide, resource materials and agenda for the two thematic topics
- Two CD training in 2 streams for module 1 and module 2 listed above (4 days total)
- Training report per CD

Milestones for work package 3	(expected) Delivery period: June 2027 – October 2027
Capacity and Training needs assessment	June 2027
2 training modules, a workshop guide, resource materials and agenda are available	September 2027
Two CD training in 2 streams for modules 1 and 2 have taken place	September 2027
Training reports are available	October 2027

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

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

Requirements on materials and equipment and operating costs:

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

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Requirements on expenditure management and cost control:

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

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility
 - Results that have occurred outside the contractor's direct 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: English.

- Inception report: Three week after the inception meeting with the GIZ Policy team. The report should be a maximum of 10 pages.
- Interim report in October 2027
- Final report on 31st of July 2028.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Requirements for company-wide learning, knowledge and innovation:

- Not applicable -

Backstopping requirements:

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

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

- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

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

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.

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:
Gender equality is the main topic of the contract.
- Environmental protection and climate action (climate change mitigation/adaptation):
By integrating environmentally relevant topics into training courses, such as the handling of hazardous substances or the disposal of consumables, the contractor is obliged to consider environmental protection and resource conservation as a prominent cross-cutting issue in the teaching materials and training units. Travel activities by the contractor and partner institutions involved in the implementation should always be weighed up in terms of the cost-benefit ratio, whereby the resources required should also be considered.
- Conflict and context sensitivity:

The contractor must ensure that the measures offered are in principle equally accessible to all ethnic groups and religious communities.

- Human rights:
Not applicable
- Security precautions:
Prior consultation with the Risk Management Office (RMO) of GIZ in the respective region of assignment is mandatory for activities and travel on site. The recommendations of the RMO must be followed.

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

3. Technical-methodological concept

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

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

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

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

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

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

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or

individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

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

3.3 Strategy (section 1.3 of the assessment grid)

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

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

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

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

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

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

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

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted

measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the 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 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).

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.

3.4.1 Operational plan (section 1.4.1 of the assessment grid)

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

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

- No applicable -

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

- Not applicable -

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements

(section 1.5 of the assessment grid)

- The tenderer is required to describe its backstopping strategy. A CV must be provided for the position for technical backstopper.

4. Personnel

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

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

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

Key-Expert 1: Team leader (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of key-expert 1: Team leader

- 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 Green Skills

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- Responsibility for taking cross-cutting themes into consideration (for example, gender responsive planning and budgeting)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- 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 key-expert 1: Team leader

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in public policy, sustainable development, environmental studies or related disciplines
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	9 years of professional experience in sector public sector management, international development or private sector development
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience accumulated in policy development and coordination in the sectors of TVET, employment or green economy (6 out of 10 points) and 2 years of professional experience in multi-stakeholder facilitation (4 out of 10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management experience in projects, companies or other organisations 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 three countries outside Nigeria
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	5 years of professional experience in West African region (in accordance with UN DESA Statistics Division) (5 out of 10 points) of which 2 years in Nigeria (5 out of 10 points)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	-Not applicable -

Key-Expert 2: Policy advisor with international experience (section 2.2 of the assessment grid)

This position is a key expert.

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- Provide technical leadership and quality assurance in Gender Responsive Planning and Budgeting
- Design and validate methodologies, frameworks and training materials
- Supervise the assigned experts of the expert pool and coordinate for synergy across work packages

Qualifications of key-expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in public finance, economics, public administration, gender studies, or international development.
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience accumulated in public finance management or government advisory to Ministries of Finance or other state institutions
Specific professional experience (section 2.2.4 of the assessment grid):	3 years of professional experience in gender responsive planning and budgeting within state institutions or in conducting gender impact assessments of policy documents and sectoral budgetary programs
Leadership/management experience (section 2.2.5 of the assessment grid):	-Not applicable-
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	3 years of professional experience outside Nigeria
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	3 years of professional experience in West African Region (in accordance with UN DESA Statistics Division)(5 out of 10 points), of which 1 year in Nigeria (5 out of 10 points)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	Certification of a specialized GRPB training from recognized institutions (e.g. UN, ITCILO)

Expert 3: Pool 1 'Capacity development with national Know-how' with 3 experts
 (section 2.3 of the assessment grid)

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

Tasks of the expert pool

- Support implementation of the assigned work package under the guidance of the team leader.
- Coordinate state-level consultations, trainings and validation sessions.
- Gather contextual information and contribute to the development of frameworks and reports.
- Facilitate engagement with government institutions, private sector partners, and other stakeholders.

Qualifications of the expert pool

Education/training (section 2.3.1 of the assessment grid):	3 experts with each a university degree (e.g. 'master's or German Diplom') in economics, education, public policy, social sciences, political sciences or related disciplines
Language (section 2.3.2 of the assessment grid):	3 experts with each knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.3.3 of the assessment grid):	3 experts with each 5 years of professional experience accumulated in the TVET sector, employment promotion, gender mainstreaming, green economy or institutional development
Specific professional experience (section 2.3.4 of the assessment grid):	<ul style="list-style-type: none">• 1 expert with 3 years of professional experience gender auditing and mainstreaming within public institutions or educational sectors (4 out of 10 points)• 1 expert with 3 years of professional experience in Greening TVET (3 out of 10 points)• 1 expert with 3 years of professional experience in designing and delivering training for government and institutional stakeholders (3 out of 10 points)
Leadership/management experience (section 2.3.5 of the assessment grid):	-Not applicable-
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	-Not applicable-
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	3 experts with each 3 years of professional experience in Nigeria
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	3 experts with each 2 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	-Not applicable-

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern

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Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

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

Soft skills of team members

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

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

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights	Number of national flights
Key-Expert 1: Team leader	30	30	60	No	4	12

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Key-Expert 2: Policy advisor	30	30	60	No	3	9
Expert 3: Pool 1	0	150 (out of which 50 days of travel)	150	No	0	38

5.2 National administrative staff

The following national administrative staff are needed:

1 Support staff for **21 months**

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	7
Total number of regional/national flights	59
CO ₂ offsets for flights	EUR 4,000.00

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	An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport)	EUR 7,000.00 An unalterable budget transport costs for settlement against evidence is specified.
Per-diem allowances	110
Accommodation allowances	110
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	EUR 6,000.00 An unalterable budget other travel expenses for settlement against evidence is specified.

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>).

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

- Flights
- Transport costs
- Other travel expenses

Notes on the settlement of accommodation allowances:

For the country Nigeria, tenderers may offer accommodation allowances up to EUR 151,50. This is 75% of the maximum amount 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.

Please note that for security reasons, the hotels must be approved by Risk Management Office (RMO) of GIZ as described under section 2.5 of those Terms of Reference. In practice, it is common for GIZ to book hotels for the contractor's consultants so that they can benefit from GIZ's security standards as well as the preferential rates granted to GIZ. These rates are generally €101 per night.

Please note: These travel expense items do not cover contract-related costs in the country of assignment (see section 3.6.2 of the General Terms and Conditions). Please cost these items in the price schedule under '2.2 Costs related to the contract in the country of assignment'.

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5.4 Materials and equipment

– Not applicable –

5.5 Operating costs in the country of assignment

– Not applicable –

The contractor's experts will work on the project premises; therefore, bidders should not include a budget for office rental.

Furthermore, for security reasons, GIZ will provide vehicles and drivers for the contractor's experts for travel related to their assignments in Nigeria, as described in these terms of reference

5.6 Workshops, education and training

Workshop budget: **EUR 30,000.00**

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
- Catering
- Workshop materials

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).

GIZ will cover the following costs:

1. Transportation, accommodation and per diems of the attending partners
2. Partners workshop materials (jotters, folders and pens)
3. Basic workshop materials (pin boards, workshop box with necessary tools, flip chart papers)

5.7 Local contributions

– Not applicable –

5.8 Other costs

Security costs will be covered by the GIZ.

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5.9 Flexible remuneration item

Budget for flexible remuneration: **EUR 10,000.00**

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

6. Requirements on the format of the tender

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

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

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

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

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

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

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7. Options or follow-on contract

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

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

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition

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

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

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

Scope of possible services:

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

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

A follow-on contract under 7.2 can be considered only as an alternative to the option in 7.1.

8. Annexes

- 1) Results model
- 2) Capacity development strategy
- 3) Analysis of actors
- 4) Process Map of SKYE II