

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

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**Provision of Moderation and Facilitation for GIZ South Africa**      **Processing number/cost centre:**  
**Country: The Republic of South Africa**      **96.9250.0-001.00**  
**Subject of the tender procedure: Provision of Moderation and Facilitation Services**      **Transaction number:**  
**83446247**

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List of abbreviations

GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH 2022
KOMP	Cost per output monitoring and forecast
Lol	Letter of intent
MoU	Memorandum of Understanding
RMO	Risk Management Office
ToRs	Terms of reference
CO	Country Office

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## **1.Context**

As a federally owned enterprise of the German Government, The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supports the South African Government in terms of sustainable development. GIZ operates in more than 120 countries around the globe. It has been present in South Africa since 1993.

Bilateral projects in the core areas of 1) Peaceful and Inclusive Societies; 2) Climate, Energy and Just Transition, 3) Sustainable Economic Development, Training and Employment, as well as in the initiative topics HIV prevention and vaccine production in South Africa are complemented by global, regional, and pan-African projects. There are approximately 270 people currently working for GIZ in South Africa, Lesotho, and Eswatini. For more information visit: [www.giz.de/southafrica](http://www.giz.de/southafrica)

GIZ has made being climate-neutral a central objective of its corporate strategy. To help, it credibly implements its corporate climate management, the objectives and measures of which are set out in the Sustainability Programme 2021 - 2025, GIZ bases its actions on the 'prevent, reduce, offset' cascade for greenhouse gas emissions. This three-pronged approach is the basis for GIZ's actions inside and outside Germany.

## **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.

The Contract term will be **from date of contract award (approximately 24 months) 30.06.2026** [with a possibility of extension for two (2) years]. Please note that this is not an employment contract. The anticipated maximum contract value to be called-off with this framework agreement will be approximately R20 050 400,00 (Twenty million, fifty thousand and four hundred rand).

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

The aim of this assignment is to create a pool of service providers under a framework agreement who provide professional moderation and facilitation services. The services shall be carried out in close cooperation with the Country Director, Head of Finance and Administration, Programme Managers, Unit Heads and Component Managers of the GIZ office.

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Each contractor (one company) in the framework agreement pool must have the requisite experts and will need to respond to a competitive term of reference (TOR) from the framework pool and whichever contractor meets the specifications will be awarded and then undertake the work with their experts.

### **Scope and anticipated number of contractors**

To ensure transparency and equal treatment a **number of fifteen contractors could** be awarded a contract within this framework agreement depending on the outcome of the tendering process. This is based on the market analysis and cost estimation from the previous experience of issuing a similar scope of work and type of tender.

The selection of suppliers will be from the framework pool of experts under which individual assignments are awarded based on the best value for money offered in the tenders submitted by the contractors through a competitive process for each single call-off.

There will be no specific call-off / individual assignment mechanism for this framework agreement, because the selection process for individual assignments will be based on the most economical offer (so-called mini price-competition), and it is possible that the same contractor/s could provide the most competitive price e.g. for consecutive individual assignments. The individual assignments are therefore awarded by competition.

GIZ will undertake a negotiated price procedure with bidders as per the GIZ consultancy fee grid.

In summary the framework agreement will in accordance with the above-mentioned call-off mechanism (mini price-competition) thus have two phases of competition namely:

- The competition (technical and price) for the framework agreement will be to determine the top 15 ranked bidders to receive contract awards of being part of the said frame-work agreement.
- The mini price-competitions for all 15 contractors for each individual assignment is to determine who will receive the individual assignment.

### **Description of Tasks and Responsibilities**

The tasks and responsibilities of the consultant are as follows:

#### **Preparation and Reporting**

- Identification of the purpose and needs for the team within GIZ or their partner-structure, based on briefings and discussions with the programme manager and selected staff members, such as team development or capacity building, partner engagement, business process mapping, peer-to-peer training, upward feedback, vision and strategy workshops, workshops on organizational culture, diversity

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management, co-creation, innovation, organizational learning, or accompaniment of teams, team building, training and coaching, change management etc.

- Conducting team or individual consultations, surveys or questionnaires before or after the workshop, as per the need's requirement and agreement with the project manager.
  - Defining the agenda, programme or concept for the intervention in consultation with the project manager.
  - Documentation of the results of the intervention such as the reporting, plan of action and of agreements made.
  - Gathering feedback on the performance of the moderator or facilitator at the end of each assignment, for submission to the CO and Projects (i.e., ensuring feedback surveys are completed by all participants).
- The reporting shall enable the team to take the learnings and recommendations forward and implement them.

### Moderation and Facilitation

- Ability to neutrally and professionally steer or guide the team engagement and dialogue in achieving clearly intended objectives and/or outcomes;
- Ensuring active participation of all workshop participants in key activities such as issue identification, problem solving, recommendations and ownership of next steps;
- Understanding of techniques to create psychological safe spaces for open and honest discussions;
- Operating highly engaging and interactive in-person team workshops formats/sessions and a virtual session is foreseen through the advanced use of preferred GIZ tools in a manner that simulates face-to-face or real-life interface.

### Means and Materials

No specific means or format is provided. GIZ may recommend our methodologies and tools in certain areas.

### Consultant appointment

Consultants will be selected from a **pool of experts** as and when the services are required. Prior GIZ agreements do not hold nor constitute an automatic appointment to a pool.

Up to 10 moderation and facilitation companies or individuals may be included in a pool as outlined below. The thematic areas align with GIZ's sectors of cooperation as follows:

- Energy & Environment
- Employment Promotion
- Economic Development

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- Peace & Security.

GIZ works with organisations across multiple industries. These include private and public sector organisations working in the areas of: Agriculture, Transportation, Education, Climate and Energy, Skills Development, Financial Governance, International Politics, PR and Communications, Business Management Consultancies, amongst others.

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

Module objective.

Module objective indicator(s)

1.1 Moderator/Facilitator accurately interpreted the objectives in the ToR provided by GIZ

1.2 Clearly demonstrates that a strategic approach was undertaken to achieve the objectives in the TOR.

1.3 Ensures that Project Management end to end processes are implemented with the use of relevant tools e.g. MS Project Schedules/Gantt Charts, monitoring (milestones, risks and quality assurance)

Module objectives will be as per the Scope of work/TOR for each assignment.

Output – As per contractual scope of work/deliverables.

Output indicators:

- Target audience interact during the facilitation/moderation
- Various methods/tools were provided to the participants to enable their understanding
- Time management as per the MS Project Schedules/Gantt Charts milestones were strictly adhered to.
- Relevant risks were identified and mitigated e.g. back-up for the possibility of loadshedding.
- Quality assurance through careful preparation, planning of content and execution by the facilitator is noticeable.

Output – As per contractual scope of work/deliverables.

Output indicators: Same as above

Further indicators: As per description of tasks and responsibilities.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones: As per contractual scope of work/deliverables.

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## 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 wherein the service provider will be selected from a framework agreement..

### Requirements on equipment and operating costs:

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

### Requirements on expenditure management and cost control:

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

### Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas *as defined by the project*– applicable as per the scope of work deliverables.
- Degree to which activities are implemented – applicable as per the scope of work deliverables.
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved – applicable as per the scope of work deliverables.
- Results that have occurred in the contractor’s sphere of responsibility
- Results that have occurred outside the contractor’s direct sphere of responsibility
- Risks
- Other areas
- The contractor reports to GIZ regularly in accordance with the version of the General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ AVB) that is applicable to this contract.
- In addition to the reports provided for in GIZ’s General Terms and Conditions of Contract, the contractor submits the following reports:
  - Inception report – where applicable and in accordance with the ToR for a specific assignment and as defined by the project
  - Contributions to the report to GIZ’s commissioning party where applicable
  - Brief quarterly or half-yearly reports on the implementation status of the project (5-7 pages) where applicable

### Requirements for company-wide learning, knowledge and innovation:

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- Contributions to conferences: where applicable
- The contractor's experts are actively involved in GIZ's sector networks where applicable
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- (Virtual) debriefing with the commissioning unit where applicable and the responsible Competence Centre KC4 where applicable of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

### Backstopping requirements:

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

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

The following additional backstopping services should be offered:

- Not applicable

## **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 1.10 Data protection) apply.



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## **2.5 Other requirements**

Safeguards and gender measures with specific reference to services:

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

- Not applicable –
- Gender equality:
  - Not applicable –
- Environmental protection and climate action (climate change mitigation/adaptation):  
*Please refer to section 5.3*
- Conflict and context sensitivity:
  - Not applicable –
- Human rights:
  - Not applicable –

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

## **2. 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:

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- undertaking an assessment of the appropriateness of the personnel concept (*where prescribed*) for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- assessing the technical concept (*where prescribed*), e.g. *in consideration of further sectors or actors, process adjustments, etc.*

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

- not applicable

### **3.3 Strategy (section 1.3 of the assessment grid)**

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

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

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

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

*The tenderer is expected to describe the strategic approach to the tasks formulated in section 2. i.e. implementation strategy with a description of important activities and lines of action) for the required services.*

3.3.2 Building partnerships with the relevant actors  
(section 1.3.2 of the assessment grid) [Not applicable as per assessment grid.]

**3.3.3 Approaches for leverage effects and measures for scaling-up**  
(section 1.3.3 of the assessment grid) — Not applicable —

**3.3.4 Consideration of environmental and social compatibility requirements**  
(section 1.3.4 of the assessment grid) – Not applicable –

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**Gender equality**

– Not applicable –

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

– Not applicable –

**Conflict and context sensitivity**

– Not applicable –

**Human rights**

– Not applicable –

**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 backstopping strategy and the 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)

In the tender, the tenderer is required to describe the procedure for coordinating and communicating with GIZ or with the commissioning project.

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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.

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project, or the partner are met (see section 2). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated.

3.5 Further requirements  
(section 1.5 of the assessment grid)

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

## 4. Human resources

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section based on 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 20 expert days per month, provided no diverging definition is specified for individual qualifications.

**Language skills:** Business fluency in English C1

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

- This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.
- Overall responsibility for the advisory packages of the contractor

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- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the areas of moderation and facilitation.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international 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 officer responsible for the commission at GIZ
- Supporting the officer responsible for the commission in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Maintaining contact with other donors and the German embassy

Qualifications of expert 1:

**Applicable to Individuals/Appraiser/Consultancy companies only**

Education/training (section 2.1.1 of the assessment grid):	University degree in Communication/Journalism, Public/International Relations, and Moderation and Facilitation certification, or accreditation
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points), and the knowledge of any other official local language, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.1.3 of the assessment grid):	05 years of professional experience in the sector private/government sector
Specific professional experience (section 2.1.4 of the assessment grid):	05 years of professional experience in moderation and facilitation tools, techniques and extensive experience in online/virtual moderation and facilitation

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Leadership/management experience (section 2.1.5 of the assessment grid):	10 - 15years of management experience in projects, companies, or other organisations with disciplinary leadership responsibility for 5people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	05 years of professional experience in <i>one country outside the</i> Republic of South Africa
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	05 years of professional experience of which 05 years must be in African countries
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	05 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	Valid registration and accreditation with the relevant professional body which is an exclusion for criteria see section on Eligibility and Commercial Assessment grid line 12 as well ( <b>submit compulsory proof</b> ).

**Expert 2: Co-Facilitator/Administrator applicable to Individuals/Appraiser/Consultancy companies only** (section 2.2 of the assessment grid)

A statement of availability for this expert must be attached to the tender as an annex.

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	03 experts with a university degree University degree in Communication/Journalism, Public/ International Relations, and Moderation and Facilitation certification, or accreditation
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Language (section 2.2.2 of the assessment grid):	03 experts with knowledge of English, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points), and the knowledge of any other official local language, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.2.3 of the assessment grid):	03 experts with 05 years of professional experience in the private/government sector
Specific professional experience (section 2.2.4 of the assessment grid):	03 experts with 05 years of professional experience in moderation and facilitation tools, techniques and extensive experience in online/virtual moderation and facilitation
Leadership/management experience (section 2.2.5 of the assessment grid):	5 - 10years of management experience in projects, companies, or other organisations with disciplinary leadership responsibility for 3 people
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	01 expert with 5 years of professional experience in moderation and facilitation
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	03 experts with 05 years of professional experience of which 05 years must be in African Countries
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	02 experts with 05 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	Valid registration and accreditation with the relevant professional body which is an exclusion for criteria see section on Eligibility and Commercial Assessment grid

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	line 12 as well ( <b>submit compulsory proof</b> ).
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**Additional experts (up to 5) can be listed here using the same format at Bidders own cost.**

**[Note these experts will not be assessed as part of the technical assessment].**

**Tasks as per expert position one will apply for these additional experts.**

**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 specifically indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

#### Soft skills of team members

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

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

Soft skills are not evaluated.

#### **Staff presentation**

(section 2.11 of the assessment grid)

– Not applicable –

#### **4.1. Assignment of experts**

In your tender, please do not deviate from the specification of quantities 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



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use of the total number of proposed expert days and timesheets will be required to be submitted to GIZ with invoices.

The number of expert days corresponds to full working days.

<b>Expert</b>	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 2020, section 3.3.2)	Number of international flights	Number of national flights
<b>Expert 1:</b>  Team Leader	5	7	12	No	2	2
<b>Expert 2:</b>  Co-Facilitator/Administrator	5	7	12	No	2	2

#### **4.2. National administrative staff**

– Not applicable –

#### **4.3. Travel expenses**

##### **4.3.1. Travel – sustainability considerations**

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

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CO<sub>2</sub> emissions caused by air travel should be offset if they cannot be avoided. GIZ specifies a budget for this which enables carbon offsets to 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.

#### **4.3.2. Travel expense requirements**

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

<b>Travel expenses item</b>	<b>Number/quantity/budget</b>
Total number of international flights	2
Total number of regional/national flights/domestic	2
CO <sub>2</sub> offsets for flights Link to <a href="#">working aid</a> and <a href="#">table for setting the budget</a>	R1180 An unalterable budget for CO <sub>2</sub> offsets for settlement against evidence is specified.
Per-diem allowances	7 allowed
Accommodation allowances	14 allowed
Transport costs (car travel)_per kilometre travelled local	4.84 ZAR
Other travel expenses (visa, project-related travel expenses outside the place of business etc.) Lump sum	

Per-diem 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 with approval from the officer responsible for the project .

- Costs of overnight accommodation

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- Flight costs
- Transport costs
- Other travel expenses

All travel activities must be agreed in advance with the officer responsible for the project. Travel expenses must be kept as low as possible.

#### **4.4. Equipment**

– Not applicable –

#### **4.5. Operating costs in the country of assignment**

– Not applicable –

#### **4.6. Workshops, education and training**

The contractor runs the following workshops/study trips/training courses:

*Not applicable*

#### **4.7. Local contributions**

– Not applicable –

#### **4.8. Other costs**

– Not applicable –

#### **4.9. Flexible remuneration item**

Flexible remuneration of up 60.000 ZAR is made available. Use of the flexible remuneration item requires prior approval from GIZ.

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

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)

Scoring will be based as per the technical assessment grid criteria as follows:

Education/training; Language; General professional experience; Specific professional experience; Leadership/management experience; International professional experience outside the country/region of assignment; Professional experience in the country/region of assignment; Development cooperation experience and Other.

**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.**