

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

DS4JI II Career Path Training Measures - Software Development	Project number:
	2022.2042.4-001.00

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
DCDT	Department of Communications and Digital Technology
DS4JI	Digital Skills for Jobs and Income
M&E	Monitoring and Evaluation
NEET	Not in Employment, Education and Training
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

Leveraging the learnings from its predecessor, Digital Skills for Jobs and Income, the Digital Skills for Jobs and Income II (DS4JI II) project was commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) in the period of 01 April 2024 to 31 March 2027. Its objective is to enhance employment opportunities for young individuals in the rapidly evolving South African digital economy.

This iteration is to refine the integration of support services, delivering seamless navigation for youth transitioning from Technical and Vocational Education and Training (TVET) and youth not in education, employment or training (NEET) into the digital labour market.

a. Output 1: Professional Orientation and Guidance

Provide vocational students at selected TVET Colleges with career planning support and information on digital career pathways.

b. Output 2: Demand-oriented Further Training Measures

Offer targeted training measures that meet the digital economy's demands and support job readiness.

c. Output 3: Transition to Employment or Self-employment

Assist young people in navigating the move from training to working environments or starting digital businesses.

d. Output 4: Development of Evidence-based Digital Career Pathways

Establish clear, demand-oriented career paths in the digital sector, leveraging labour market analyses.

The DS4JI II project is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), in partnership with the South African Department of Communications and Digital Technologies (DCDT) and guided by the National Digital and Future Skills Strategy and Implementation Plan. Against this background, the DS4JI II project aims to improve the employment prospects for young people, especially women, based on the demand-oriented career pathways in South Africa's digital economy. The pathways identified and selected by the DS4JI II refer to a structured series of educational and training, work readiness programmes designed to ensure that South African youth are employed in digital fields. These pathways typically involve acquiring skills necessary for occupations that heavily involve or are based on digital technologies.

The table below shows the targets for the output area for the DS4JI II project which focuses on upskilling unemployed youth.

Output 2: Private and civil society training providers have expanded their job and target-group-oriented continuing training measures	
<p>Output Indicator 2.1: 10 job-oriented continuing training measures from private and civil-society training providers that meet the specific requirements of women for digital career pathways have been implemented.</p>	<p>Output Indicator 2.2: 2000 young jobseekers who are not in employment, education or training (NEET) as well as vocational school graduates (60% young women) have taken part in a job-oriented training programme for digital career pathways implemented by private or civil society organisations.</p>
<p>Criteria for selection of pathways:</p> <ul style="list-style-type: none"> - Evidence of the number of jobs committed by employment partner - Gender strategy incorporated into the training 	

2. Tasks to be performed by the contractor

The DS4JI II project seeks to support **Software Development training measures** that ensure pathways into employment targeting youth that are not in employment, education and training (NEET), especially young women. The training must meet **established employer(s) requirements** (demand-led), provide mentorship by industry experts, develop soft skills, and provide job placement in roles that match the training.

The training programme must incorporate support measures for gender transformation and disability mainstreaming informed by engagement with employers/industry associations to address underrepresentation of women and persons with disabilities along the selected career pathway.

The contractor is responsible for providing the following services as a complete programme:

2.1 Career Pathway training

- **Software Development:** Training curriculum that addresses the industry-specific requirements for skilled software developers and associated certifications
- **Foundation training:** Software development relevant foundational training required such as software design, programming and coding, database management, and DevOps
- **AI Fundamentals:** AI Fundamentals and Generative AI training in line with the Software Development career path and relevant roles

Technical training in each career path to comprise of the following:

- **Project-based training:** Opportunities for practical application, including (but not limited to) industry-relevant projects and development of commissioned solutions

- **Beneficiaries:** A minimum of 100 NEET youth, of which at least 60% are young women, trained for employment in Software Development career paths
- **NEET youth verification:** Verification of NEET status or (self)employment of recruited youth that may or may not affect training at start of programme
- **Exit Strategy:** Clearly structured exit opportunities to motivate and enhance youth commitment levels in training
- **Prevention of Drop offs:** Measures to ensure that no more than 10% of enrolled youth drop off from training

2.2 Gender Strategy:

Strategy on how to provide gender-specific support right from the Application & Selection Process, during Training and Work Readiness and support in Labour Market Services; to attract, retain and ensure successful throughput of young women into employment. The proposal must provide a strategy to ensure that a minimum of 60% young women recruitment in the training, and 90% of young women successfully complete the programme. The strategy should outline the following:

- Description of accessible recruitment and selection processes to attract a minimum of 60% young women into training
- Provide young women with information on training expectations (demands) and clearly structured exit opportunities during onboarding
- Include gender-specific support and mentorship with female industry professionals
- Description of career counselling and psychosocial support to ensure successful training completion, transition to employment for young women
- Structured exit opportunities to motivate and enhance youth commitment levels during the training that contributes to the overall reduction of female drop-off from the programme

2.3 Employment Absorption Strategy and Agreements

- Established partnership(s) with potential employers offering relevant software development roles
- Strategy for collaborating with employers to understand their job requirements and expectations for hiring digitally trained youth (i.e. workforce planning and skills requirements)
- Mapping of relevant available employment opportunities based on industry requirements and professional development along roles in the software development career paths
- Detailed plan for transitioning and onboarding trainees into employment, including the types of employment contracts (i.e. fixed-term, permanent, etc.) to be offered

2.4 Structured work readiness and mentorship programme

- Provide opportunities for practical application of skills and development of digital portfolios to build industry confidence
- Support development and tailoring of digital portfolios based on training received

- Provide clearly structured mentorship programme with industry experts
- Provide labour market information through coaching sessions, masterclasses industry talks and on clearly structured exit opportunities to motivate and enhance commitment levels
- Provide support of onboarding on employer job platforms (traditional or digital)
- Provide industry days and networking opportunities with industry professionals

2.5 Job Matching:

- Provide career orientation to enable youth to understand entry-level software development roles and expectations
- Provide exposure to employer requirements for software development roles that the trained youth will transition into post-training
- Ensure that placements match the specific skills levels and career pathways of trained youth, to prevent mismatching

2.6 Transition Support:

- Maintain contact with placed youth, to support the transition from training to employment for the first 3-6 months
- Provide placed youth with labour market information and awareness on continuing training resources
- Ensure mentor allocation for all trained youth during placement
- Provide guidance and/or tools enabling youth to network and establish relations with industry professionals for mentorship post-training

2.7 Knowledge Management:

- Gather feedback from placed youth and employment partners for knowledge management and documentation of lessons learnt and best practices for placement
- Comprehensive assessment and evaluation of the programme (including the degree to which the implementation of the gender strategy was successful, sustainability of providing demand-led training as a concept and recommendations for future iteration of the programme with a focus on career pathway priorities)

2.8 Monitoring and Evaluation:

Coordination of training M&E requirements, which will include:

- Provide GIZ access to enrolled youth identification details (through Learner Management System, or related) for generating DS4JI II unique ID for M&E tracking and tracing purposes
- Ensuring data protection statements are signed off by ALL enrolled youth.

- Ensuring availability of ALL enrolled youth for GIZ verification of M&E baseline indicator data
- Coordination with training representative responsible for M&E/LMS for verification of individual baseline data collected
- Ensure availability of ALL enrolled youth for GIZ verification of M&E training indicator data
- Support data collection and verifications during and towards the end of training
- Ensure participation of ALL students in the training feedback survey
- Reporting on placement outcomes in terms of the number of youths placed, role placed in, and industry or sector of placement
- Summarised feedback from placed youth on placement conditions
- Summarised employer feedback on placed youth performance
- Ensure participation of trained, drop off, and placed youth in six months post programme tracer study

For the above purposes, the contractor shall liaise with an external Monitoring and Evaluation service provider and support them to run independent evaluations and tracer studies. This can include providing the service provider with participants' contact lists, doing follow-ups and awareness raising for the importance of tracer studies. The contractor must manage data in accordance with the EU-General Data Protection Regulation (EU-GDPR) and POPIA of South Africa (also see Chapter 9).

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Brief quarterly progress reports on the implementation status of the programme (5-7 pages), consisting of, but not limited to the following updates:
 - Career pathway training and M&E indicator reporting
 - AI Fundamentals and GenAI training
 - Employer requirements
 - Career orientation and mapping of exit opportunities
 - Gender strategy
 - Structured work readiness and industry mentorship
 - Job Matching and Transition support for trained youth
 - Identification of risk and mitigation strategy
 - Lessons learnt & best practices

Detailed Timeliness: Indicate the duration of training of **up to 12 months** required to bring NEET youth into a specified career path, including:

- Recruitment and selection
- Foundational training (onboarding)
- Specialized modules training
- Hands-on practical application
- Industry mentorship
- Work readiness programme

- Final assessment and certification
- Placement details (e.g. Company, contract or permanent position, etc)
- Transition support

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Inception Report and Implementation Plan for implementing the complete programme	2 weeks after start of contract
GIZ approval of Gender strategy biased towards 80% women inclusion into the programme that provides details on: <ul style="list-style-type: none"> - Recruitment - Onboarding (to ensure retention) - Training & Career Counselling - Work Readiness & Mentorship - Placement & Transition Support 	4 weeks after start of contract
Recruitment and Selection: <ul style="list-style-type: none"> - Call for applications - Shortlisting & Selection - Onboarding: <ul style="list-style-type: none"> o At least 100 young NEET South Africans, of which 60% are young women, are selected to enter the orientation programme for onboarding into training o Identify programme support requirements for youth, particularly young women, to meaningfully participate in training 	8 weeks after start of contract 12 weeks after start of contract
Provide GIZ M&E baseline indicator data	12 weeks after the start of the contract
Start of Training	3 months after the start of the contract
Progress Reporting and presentation of programme rollout: <ul style="list-style-type: none"> - Onboarding - Training Rollout - Mentorship and Work readiness - Job matching - Placement - Transition Support 	Quarterly
Training Site Visits: <ul style="list-style-type: none"> - Coordinate training site visits - Ensure availability of ALL enrolled youth for GIZ verification of M&E training indicator data - Ensure participation of ALL students in Student feedback survey 	Quarterly

- Data collection and verifications during and towards end of training	
End of Training: - At least 90% of young women complete training and certification and are placed in Software Development career paths	12 months after start of training
Provide programme completion report with beneficiary's data that must include the following: - Final data of all beneficiaries specifically indicating drop offs and training completers - Report on employment outcomes in terms of number of youths placed, roles placed in, and industry or sector of placement	1-month post-training
Contribution to Knowledge Sharing Formats Documentation and publication of lessons learnt and best practices	Quarterly
Participation in final documentation of relevant Career Path Gender Strategy, incorporating learnings and best practices	1-month post-training
Ensure participation of at least 60% trained youth in 6-months post programme Tracer Study, including drop off students.	6 months post-training
Presentation and approval of close-out training report, consisting of a comprehensive assessment and evaluation of the programme: - Number of beneficiaries that transitioned into employment, including roles and industries they are placed in - Summarised youth feedback on placement conditions - Summarised employer feedback on placed youth performance	8 months post-training

Period of assignment: from **20 November 2024** until **30 September 2026**.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in **Chapter 2** (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible (1.2.1) and describe the **cooperation (1.2.2)** with them. The tenderer is also required to demonstrate established partnership(s) with employer(s) for placement of youth in the relevant roles.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** and describe associated challenges (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

The tenderer is required to explain its approach related to **project management**, especially its procedure for coordination with the GIZ project (1.6.1). In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** (1.6.2) with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its **backstopping concept** (1.6.3). The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

The tenderer is required to describe a comprehensive gender and inclusion strategy outlining gender-specific support to ensure recruitment and retention of young women in the full programme. The strategy should address the following components:

- Accessible recruitment and selection processes to attract young women into training
- Information on training expectations and clearly structured exit opportunities to ensure alignment to career goals and enhance commitment levels
- Gender-specific support and mentorship with female industry professionals
- Career counselling and psychosocial support to ensure successful training completion, transition to employment and retention for young women
- Clearly structured exit opportunities to motivate and contribute to the overall reduction of female drop-off from the programme
- Ongoing assessment and evaluation of the gender strategy implementation

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, based on their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below-specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Coordination of the gender strategy and lead implementation of gender-specific recommendations
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Coordinating and managing the project and ensuring communication with GIZ, partners and others involved in the project. The lead consultant is responsible for results and reporting in accordance with deadlines.
- Liaison with project external service providers (M&E, Comms, other) to ensure timely transmission of data and records
- Responsibility for monitoring the use of project funds, and ensuring compliance with project GIZ Finance and Procurement policies
- Provide technical guidance to experts, supporting the implementation of training components (application and selection processes, training and work readiness, labour market services)

- Coordinate programme actors' availability to present results, best practices and learnings to GIZ stakeholder networks and events
- Supporting the GIZ officer responsible for the commission in updating/adapting the project strategy, in evaluations and in preparing Digital Career Path knowledge products
- Liaison for all project-related matters
- Assisting with in-house administrative processes such as enrolment, as well as contract-related matters such as invoicing
- Monitoring the status of enrolments and completed courses and providing feedback to the client regularly
- Facilitating regular exchange meetings with GIZ on progress as per the agreement
- Coordinating with the contractor's operational staff for all other required functions
- Backstopping functions as required

Qualifications of the team leader

- Education/training (2.1.1): university degree (master's degree or equivalent) in a relevant field such as Skills Development, Education Management, Human Resource Development, or a related area that aligns with the project's focus on demand-led digital skills.
- Language (2.1.2): C1-level language proficiency in English.
- General professional experience (2.1.3): eight years of professional experience in the education sector (companies, industry associations, higher and vocational education institutions) in the field of skills development.
- Specific professional experience (2.1.4): five years in consulting programmes in the demand-led digital skills development sector in South Africa.
- Leadership/management experience (2.1.5): five years of management/leadership experience as a project team leader or manager in a company.
- Regional experience (2.1.6): five years of experience in projects in South Africa.
- Development cooperation (DC) experience (2.1.7): two years of experience in DC projects
- Other (2.1.8): five years of experience in trainings with inclusion of vulnerable groups such as youth from townships or youth with disabilities

Key expert 1

Tasks of key expert 1

- Assist team lead with implementation of Gender Strategy, Career Counselling and Psychosocial Support, Mentorship and Work Readiness, Job Matching and Transition Support
- Support the Team Lead in data management and reporting requirements.
- Lead the implementation of gender strategy in line with project recommendations
- Lead implementation of career counselling and psychosocial support interventions in the programme
- Lead the evaluation of career and personality assessments for recruitment and selection of youth in aligned career pathways

- Assist in identifying factors impacting youth participation and provide resources and tools to support successful throughput of youth in training
- Conducting counselling sessions in individual and group settings, educating youth on career opportunities within selected career pathways
- Coordinate interventions and resources to support career development issues, including psychosocial support services, work-life balance and overall wellness in the programme

Qualifications of key expert 1

- Education/training (2.2.1): Bachelor's degree in Humanities, Counselling or Career Services or a related field.
- Language (2.2.2): C1 -level language proficiency in English.
- General professional experience (2.2.3): five years of experience in professional career counselling, and psychosocial support in higher and/or vocational education institutions.
- Specific professional experience (2.2.4): three years of experience in gender and inclusion services for demand-led skills development sector in South Africa.
- Leadership/management experience (2.2.5): three years of management/leadership experience as a project team leader or manager in a company.
- Regional experience (2.2.6): two years of experience in projects in South Africa

Key expert 2

Tasks of key expert 2

- Assist team lead with implementation of Employment Absorption Strategy, Mentorship and Work Readiness, Job Matching and Transition Support
- Support the Team Lead in data management and reporting requirements.
- To ensure participation by ALL youth and ensure that they can transfer skills acquired to their respective working environments.
- Lead programme components that address employer requirements in workforce supply and demand to ensure relevant skills are provided to youth in programme for relevant career paths
- Coordinate implementation of employer engagement, industry mentorship, job matching and transition support interventions in the programme.
- Collaborate with the employer teams to effectively plan employee training for specific roles
- Coordinate industry mentorship programme, including but not limited to relevant mentor-mentee matching, mentorship agreements and feedback processes of mentorship programme
- Collaborate with employer teams for job matching and provide onboarding youth for placed youth
- Collate employer and youth feedback during initial months of employment (induction periods) for providing required support provided to youth in employment
- Coordinate employer site visits in line with GIZ reporting and monitoring plans, including reporting on transition support efficacy and documentation of recommendations/best practices

- Support youth onboarding and continuity of industry mentorship programme
- Ensure retention of placed youth updated contact details for tracer study purposes six months post-training

Qualifications of Key Expert 2

- Education/training (2.3.1): Bachelor's degree in human resource management / development, or a related field.
- Language (2.3.2): C1 -level language proficiency in English.
- General professional experience (2.3.3): five years of experience in Human Resource Management, Learning and Development in ICT-related sectors or equivalent.
- Specific professional experience (2.3.4): three years of experience in Talent Management and/or Workforce Planning for the demand-led skills development sector in South Africa.
- Leadership/management experience (2.3.5): three years of management/leadership experience as a project team leader or manager in a company
- Regional experience (2.3.6): two years of experience in projects in South Africa.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking
- Gender sensitivity
- Highly effective in working with multi-sector teams
- Ability to function effectively under pressure and tight timelines
- Self-motivated and able to work independently
- Excellent oral and written communication

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation 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 (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence

All business travel must be agreed upon in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should 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 \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader	1	185	185	
Designation of Key Expert 1	1	85	85	
Designation of Key Expert 2	1	65	65	
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	R290,000	R290,000	Use of the flexible remuneration item requires prior written approval from GIZ.
Fixed Workshops Cost	1	R1,250,000	R1,250,000	The budget contains the following costs (against evidence): <ul style="list-style-type: none"> • Course development • Hybrid training & facilitation • Certification exam (including second opportunity where required) • Work readiness & mentorship • Industry events • Work placement

				<ul style="list-style-type: none"> • Programme visibility and dissemination of practical component results <p>All costs should be communicated and approved by GIZ.</p>
<p>Fixed Gender Strategy</p> <ul style="list-style-type: none"> - For procurement of resources and products for implementation of the Gender Strategy 	1	R390,000	R390,000	<p>The budget contains the costs for resources required to ensure accessible participation of young women in the full programme (against evidence), including:</p> <ul style="list-style-type: none"> • Costs relating to referral for Gender-specific support services • Organising industry events and female mentorship programme • Career counselling and support office operational costs • Vouchers (Mobile data, transport, additional materials, certification exam re-write, etc) <p>All costs should be communicated and approved by GIZ towards implementation of Gender Strategy recommendations and measures</p>

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

GIZ is expected to make the following available:

- Project Framework and Guidance:
 - Provide the overall project framework, objectives, and expected outcomes to guide the service provider's work.
 - Offer ongoing guidance and support to ensure alignment with GIZ's standards and methodologies.
- Financial Support:
 - Provide funding for the project's activities, including the facilitation sessions, personnel, materials, and other necessary resources.
- Technical Support:

- Offer technical expertise for implementation of the Gender Strategy and knowledge exchange formats.
- Monitoring and Evaluation:
 - Implement monitoring and evaluation frameworks to assess the project's progress and impact, providing feedback for continuous improvement.
- Networking and Partnerships:
 - Connect the service provider with other relevant stakeholders, networks, and partners to enhance collaboration and resource sharing.
- Visibility and Communication:
 - Assist in promoting the project's visibility, sharing success stories and learnings through GIZ's communication channels.
- Compliance and Reporting:
 - Ensure compliance with legal and organizational requirements, providing templates and guidance for reporting and documentation.

Inputs of Other Actors (e.g., Government Agencies, NGOs, Industry Partners):

- Collaboration and Stakeholder Engagement:
 - Engage with the project actively, providing insights, feedback, and support to ensure the initiatives are relevant and impactful.
 - Participate in coordination meetings and joint activities to foster synergy.
- Resource Sharing:
 - Provide additional resources, which could include expertise, training materials, or access to platforms and tools, enhancing the project's reach and effectiveness.
- Access to Target Groups:
 - Facilitate access to target groups, communities, and networks to ensure the project's interventions are well-targeted and inclusive.
- Policy and Advocacy Support:
 - Offer support in navigating policy environments, advocating for conducive policies, and ensuring that project outcomes align with national or regional priorities.
- Sustainability and Scalability:
 - Collaborate in developing strategies for the sustainability and scalability of successful interventions, ensuring long-term impact.
- Knowledge and Best Practices:
 - Share relevant knowledge, research findings, and best practices to inform the project's approach and enhance its quality and relevance.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative Requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Annexes

- Digital Skills for Jobs and Income II-Introduction