

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

CONFIDENTIAL

Delivery of 8 trainings of blended learning courses for Security Risk Management for Advisors – Essential and Advanced Trainings	Project number/ cost centre: A-654006-001
	Tender number

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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
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The Academy for International Cooperation (AIZ) is the corporate learning academy of GIZ and is an expert in innovative learning: Methodological. Digital. Individual. True to the goal 'Creating prospects together', we train experts and managers in international cooperation to be able to actively shape change and help make a future worth living in around the world. Our services are especially designed for GIZ staff, partners of GIZ projects as well as experts and managers in international cooperation. They are based on current trends and integrate practical experience from GIZ's work in around 120 partner countries.

As a corporate academy, we offer GIZ staff and managers on learning.giz.de more than 300 high-quality training courses, some of which can also be booked by the public. In addition, we accompany GIZ staff during their company onboarding and prepare development workers for the specific conditions of their assignment and support them after their return from the partner country.

Commissioned and financed by the German Federal Ministry for Economic Cooperation and Development (BMZ), the Academy also prepares experts from GIZ and over 35 German sending organizations for their [departure to a partner country](#). The program "Skills 4 Abroad" offers professional, cultural, and personal content - also for accompanying family members.

[The TVET Academy](#) is a professional when it comes to skills development in vocational education and training. It not only knows international standards, current topics and trends, but also the structures, procedures and requirements - within GIZ and beyond. It implements, manages and evaluates individual measures for skills development in vocational education and training. In addition, the TVET Academy has a public training program that is practical and modern and can be tailored to individual requirements if necessary.

The Academy's approach to learning

As corporate academy of GIZ, the Academy supports GIZ employees in facing new challenges and requirements of an ever faster changing world of work. With its approach to learning, the Academy responds to this change. Our understanding of learning consists of six learning principles: "strategy-based," "self-directed," "multifaceted," "work-integrated," "digital," and "culture shaping". The learning principles also form the basis for the development and implementation of learning activities for the service providers of the academy.

Gender and diversity

The content and conceptual implementation of the learning offer prevent discrimination and promote respectful cooperation as well as the recognition, appreciation and inclusion of diversity in accordance with the Diversity Charter: [Charta der Vielfalt - Für Diversity in der Arbeitswelt](#). The use of gender-equitable language is expected in all documents and content as well as in the implementation of the learning offer.

Barrier-free accessibility

As a globally active company, GIZ stands for inclusion in Germany and abroad. As a federal enterprise, we accept our social responsibility and lead by example. We want to become a more inclusive company. This means breaking down barriers and doing justice to the individuality of our employees. The contractor is therefore expected to address and implement the requirements for accessible virtual learning opportunities when creating (digital) training courses for the Academy.

1.1 Objectives of the trainings for Security Risk Management Advisors (SRMA)

The target group of these trainings, the SRMA, play a key role for the security, risk and crisis management in their respective country. The guiding concept is the SRM framework of GIZ. (Please find the picture of the SRM framework in Annex under 9.)

Outcome and Impact of the trainings

SRMA are familiar with GIZ'S SRM framework and have a better understanding of their role within this system. The technical and advisory capacities of SRMA have been strengthened.

To reach the outcome and impact a good learning environment is needed. The methods of learning are peer to peer reflections, simulation exercises, scenario-based role plays that reflect concrete experiences from the field, specific case studies, group work and interactive short inputs on good practices in Security Risk Management. Courses also include online elements and a follow-up workshop (**blended-learning approach**).

The “Advanced SRMA Course: Mastering the Craft of Security Risk Management” builds on the technical and soft skills developed in the foundational **“SRMA Training – The Essentials of Security Risk & Crisis Management.”** The Advanced Training follows the same immersive and participatory approach as the SRMA Essential Training, while also ensuring adequate time for professional exchange and shared learning and experience between participants (**learning journey**).

The learning journey consists of different learning blocks or consists of three (Advanced Training) respectively four (Essential Training) STOPS:

- STOP 1: a short online workshop at the beginning
- STOP 2: a one-week face-to-face workshop in Germany 1-2 weeks later
- STOP 3: a day in HQ Eschborn with the Corporate Security Unit and other relevant units (Essential Training only)
- STOP 4: another virtual session three months later.

At the end of the learning journey the SRMA have gone through the complete SRM framework of GIZ and have fixed in their learning log what they want to put into practice in their country of assignment and working environment once they have come back. (e.g., to run a crisis simulation exercise with the colleagues of one big program). Concrete results of the action planning during STOP 2 can be sent in and reviewed in the final/closing STOP.

The following topics are part of the existing course curriculum and to be trained throughout this course:

- **SRM concepts:** a short introduction into the concepts that do exist.
- **SRM cycle of GIZ:** the history of SRM within GIZ and how the current system was designed. The work of Corporate Security Unit of GIZ and introduction to COPE who are central actors within the management of the SRM cycle.
- **Roles and Responsibilities** within the SRM cycle: main tasks, joint tasks, success factors and the process of decision making.
- **Communication skills:** exercises on becoming a good advisor.
- **Dorana Scenario:** this exercise scenario is the central learning frame where participants learn how to analyze risks and threats, to run security briefings and go through a complex crisis simulation. Participants will come back to this scenario at different times throughout the course.

- **Introduction Security Risk Analysis:** tools like actor mapping, ships radar and others are introduced, and participants run a risk analysis for the country they know.
- **Risk Analysis:** going into depth by using the risk matrix, a tool for classifying the likelihood and the impact of risks.
- **Security Strategies for managing risk:** a brief presentation of existing strategies and a practical exercise with the ACCEPT – CONTROL – TRANSFER – AVOID approach.
- **How to mitigate risks:** Security Planning and how to work with Standard Operating Procedures (SOP) as well as the Minimum-Security Standards (MSS) of GIZ.
- **Duty of Care:** a brief presentation of a case that happened with the Norwegian Refugee Council (NRC) and what this means for organizations like GIZ.
- **Improving Situational awareness:** using the ships radar tool for understanding how risks and threats might come closer. How to make a good use for this tool. Good practices from the field.
- **Site Security Assessment:** a practical exercise using the onion approach.
- **Emergency and Hibernation, Relocation and Evacuation (HRE):** practical experiences from the field
- **Crisis simulation exercise:** a whole day based on the Dorana Scenario. Participants go through a real-life simulation and perceive the complexity of managing a crisis.
- **Sexual aggression:** what does that mean and where can SRMA organize first psychological aid for victims. The role of COPE within GIZ. How can psychologists or trauma experts help? Experiences from the field.
- **Managing stress:** What is stress, how does it show up in the working environment and how can we manage stress in a good and healthy way.
- **Being prepared for the next pandemic:** What did SRMA learn from managing the Covid 19 crisis in their respective countries? What impacts does it have for future political crises, natural hazards, etc.?
- **Security Culture:** What are features to a good culture of security? What does it take to develop a culture of security within GIZ?

This advanced course shifts the focus to **personal effectiveness**, equipping participants with a comprehensive framework of key abilities such as persuasion, presentation, and negotiation. The goal is to empower SRMAs to leverage their unique skills and strengths to excel within GIZ.:

- **Advance SRM Expertise:** Deepen your specialized knowledge and skills in core and cross-cutting areas of Security Risk Management, enhancing your ability to tackle complex challenges in the field.
- **Strengthen Key Competencies:** Hone the soft skills and technical capabilities essential for effective decision-making, communication, and leadership as a Security Risk Management Advisor.
- **Reflect on Your Practice:** Engage in structured reflection to evaluate your role, responsibilities, and performance, identifying areas for growth and improvement.
- **Exchange Professional Insights:** Collaborate with fellow SRMAs to share best practices, lessons learned, and strategies developed since completing the “SRMA Training - The Essentials of Security Risk & Crisis Management.

Group size and training location of the face-to-face workshops in Germany

The group of participants for the SRMA **Essential** Training will normally consist of 16-18 persons (max. 20 persons, i.e., international/national GIZ staff) with a specific function in SRM, such as Security Risk Management Advisors, Risk Analysts and Security Focal Points; but also, Program Managers, Heads of Administration or Directors of Country Offices, given their respective roles as Country/Program (Project) Security Officers.

The group of participants for the SRMA **Advanced** Training will normally consists of 13-15 persons.

The training venue for the face-to-face parts for both courses is the “Bildungsstätte der IG Bau in Steinbach” which is close to Frankfurt and Eschborn.

The training will be conducted in English.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Delivery of 8 trainings – SRMA **Essential** (1 per year) and **Advanced** (1 per year) Trainings
- Creation and updating of training content and materials (This is a selective further development of the course; the complete training concept already exists.)

Period of assignment: from 01.06.2026 until 31.12.2029

2.1. Training Delivery

Based on the training concept and materials developed for this training, the trainers will ensure the implementation of the trainings within a team of 2 trainers. Each trainer will be familiar with the course concept and its materials and will prepare such material as well as the training room for his/her training slot according to the corresponding moderation plans.

These trainings are to be conducted in a tandem (Lot 1 and Lot 2).

The trainers are responsible for delivering all the training parts outlined above in a tandem. When delivering the training, the trainers shall do so in accordance with the detailed description of each training module developed, and the GIZ Academy's specific feedback. This is done in accordance with AIZ's approach to learning, see above.

Moreover, the providers are responsible for collecting personal signatures from the course participants on the respective participants list to be provided by and handed back to the GIZ academy. In cases of no-show or partial participation by participants, the providers need to inform the academy immediately. All trainers also need to assist in the evaluation process of the course by using AIZ's online evaluation tool which guarantees an anonymous and professional evaluation concerning the utility of what participants have learnt within the training and the quality of the trainers' performances. AIZ uses these course feedback for all courses to review their training portfolio continuously. The tool is easy to handle and can be used with smartphones and laptops. This tool might be replaced during the contract period by another software with a similar amount of manual handling, which the trainers will then be required to use.

Up to two SRMA training sessions are to be held each year. The Essential Training should be offered once a year and the Advanced Course once a year. Possible adjustments will be agreed between the AIZ and the Corporate Security Unit and communicated to the contractor in a timely manner.

The exact training schedules have not yet been determined and must be agreed annually with the venue.

The training sessions are roughly planned for the following intervals and should take place at approximately the same periods each year (2026-2029):

- **March or/and**
- **June/July or/and**
- **October/November**

The contractor will always be informed, **either at the end or beginning of the following year at the latest**, of the dates at which the SRMA Essential and the SRMA Advanced are to be conducted.

The client reserves the right to cancel courses up to 19 days before the start date if too few people have registered. In such cases, the instructor is not entitled to a cancellation fee. In case of cancellation on the part of the contractor, no cancellation fee will be agreed either.

If the client cancels a course at short notice, the instructor is entitled to a cancellation fee. Payment of the cancellation fee is contingent upon the agreed-upon service not being provided at short notice, i.e., between 19 and one calendar day before the course begins, and no alternative services being available. In this case, the client will cover any cancellation fees for train or flight costs, as well as a cancellation fee of 50% of the agreed-upon fee for up to a maximum of 5 instructor days (preparation and execution, depending on the training duration) or 50% of the fixed price.

In case of cancellation of the course on the day the course begins, AIZ will reimburse any travel expenses incurred and a cancellation fee of 100% of the agreed fee for the preparation day and the first day of the course and 50% for the remaining teaching days up to a maximum of 5 training days (depending on the duration of the training).

In individual cases, services already provided may be invoiced, but this must be agreed in advance between the client and the contractor. **No fundamental demands can be derived from this.**

2.2. Creation and updating of training content and materials

The content of the training and the corresponding materials must be revised and updated regularly and, especially, must be edited into the course manual. The contractor supports this process upon request and in consultation with the GIZ Corporate Security Unit, who are involved in this process. The tasks to be performed by the contractor are the creation and layout of materials (e.g. texts or graphics) as well as editing the materials into the course manual. This may also include giving conceptual advice on the content and for the further development of the course concept.

2.3. Gender and diversity

The content and conceptual implementation of the Academy's learning offerings prevent discrimination and promote respectful interaction as well as acknowledgement, valuation, and inclusion of diversity in accordance with the Diversity Charter (kindly see chapter 1).

The use of gender-appropriate language in all materials and content, as well as in the delivery of learning services, is expected. Furthermore, intervening measures are expected in case of defamation or sexist statements as well as in case of unequal treatment between participants during the implementation of the learning event.

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.

The concept submitted by the tenderer should not exceed five pages and must be submitted with the CV.

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

3.1. Technical-methodological concept

3.1.1 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 1 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 2 Tasks to be performed) (1.1.2). The guiding concept is the GIZ SRM framework, which should be presented as an extension of the document submitted by the bidder. An illustration of the SRM framework can be found in Appendix 9. The aim is to familiarize the SRMAs with the GIZ SRM framework so that they better understand their role within this system and their technical and advisory skills are strengthened.

3.1.2 Cooperation (1.2)

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the cooperation with them (1.2). The relevant actors in each contractor's area of responsibility should be identified (1.2.1). Furthermore, a strategy for establishing and implementing collaboration with these stakeholders should be presented (1.2.1). This will ensure networking among the participants.

3.1.3 Sheering structure (1.3)

- *Not relevant* -

3.1.4 Processes (1.4)

- *Not relevant* -

3.1.5 Learning and innovation (1.5)

- *Not relevant* -

3.1.6 Project management of the contractor (1.6)

- *Not relevant* -

3.1.7 Further requirements (1.7)

- *Not relevant* -

4. Personnel concept

4.1. Personnel concept Lot 1

The expertise tendered is divided into two lots. Several bidders may apply for one lot.

The expertise tendered is divided into two lots due to technical reasons. Both lots encompass an identical expertise. Hence, the assessment for lot 1 and lot 2 is made within a joint assessment. The first-ranked bidder shall receive the award for lot 1, the second-ranked bidder shall receive the award for lot 2.

Please note it is crucial that you submit an identical offer for both lots (due to technical reasons). Yet, you may solely receive the award for one lot.

The bidder is required to provide personnel who are suited to filling the positions described, based on their CVs, 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.

4.1.1 Education/training (2.2.1)

- a university degree in education, psychology, adult learning, development studies or
- other human sciences or related studies (at least bachelor's degree or equivalent)

4.1.2 Language (2.2.2)

- excellent English speaker (C2)
If the criterion is not met, the offer will be excluded.

4.1.3 General professional experience (2.2.3)

- at least 5 years' experience in international development cooperation within international organizations or
- at least 5 years field experience with programs in hostile environments

4.1.4 Specific professional experience (2.2.4)

- At least 8 years in security management training or in security and crisis management training
- At least 5 years in participatory training techniques and role play
- At least 5 years of facilitating online workshops
- Work experience in conducting trainings via MS Teams
- experience in integrating podcasts and videos into trainings
- practical experience in crisis management response
- working experience with a wide body of personnel (diversity)
- working experience in the creation and updating of training materials
- Working experience in **personal effectiveness** particularly in the field of security risk and crisis management field

4.1.5 Leadership/management experience (2.2.5)

- Not relevant

4.1.6 Regional experience (2.2.6)

- regional experience in three different continents (either in Africa, Asia, Europe, Central America and/or South America) in Security Risk Management related contexts
- and/or program delivery in the field

4.1.7 Development cooperation (DC) experience (2.2.7)

- Awareness of challenges faced in development cooperation in fragile countries

4.1.8 Other (2.2.8)

- good knowledge in simplifying complex concepts into drawing (“speaking pictures”) and translating those concepts into group exercises
- profound knowledge of ISO 31000
- experience with ethical approach to handling sensitive and personal data

4.2. Personnel concept Lot 2

The bidder is required to provide personnel who are suited to filling the positions described, based on their CVs, the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points

4.1.1 Education/training (2.3.1)

- a university degree in education, psychology, adult learning, development studies or other human sciences or related studies (at least bachelor degree or equivalent)

4.1.2 Language (2.3.2)

- excellent English speaker (C2)
If the criterion is not met, the offer will be excluded.

4.1.3 General professional experience (2.3.3)

- at least 5 years' experience in international development cooperation within international organizations or
- at least 5 years field experience with programs in hostile environments

4.1.4 Specific professional experience (2.3.4)

- At least 8 years in security management training or in security and crisis management training
- At least 5 years in participatory training techniques and role play
- At least 5 years of facilitating online workshops
- Work experience in conducting trainings via MS Teams
- experience in integrating podcasts and videos into trainings
- practical experience in crisis management response
- working experience with a wide body of personnel (diversity)
- working experience in the creation and updating of training materials
- Working experience in **personal effectiveness** particularly in the field of security risk and crisis management field

4.1.5 Leadership/management experience (2.3.5)

- Not relevant

4.1.6 Regional experience (2.3.6)

- regional experience in three different continents (either in Africa, Asia, Europe, Central America and/or South America) in Security Risk Management related contexts
- and/or program delivery in the field

4.1.7 Development cooperation (DC) experience (2.3.7)

- Awareness of challenges faced in development cooperation in fragile countries

4.1.8 Other (2.3.8)

- good knowledge in simplifying complex concepts into drawing ("speaking pictures") and translating those concepts into group exercises
- profound knowledge of ISO 31000

5. Costing requirements

5.1. Assignment of personnel and travel expenses

Accommodation allowances and Per diems are not to be calculated as they are covered and organized by the contracting authority.

All business travel must be agreed in advance by the officer responsible for the project, pure travel time shall not be remunerated

5.2. 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.

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.

5.3. Specification of Inputs Lot 1

Expert Working Days	Number of experts	Total Amount of working days	Notes
Training preparation	1	24	(3 expert working days per delivery and per expert – 8 deliveries in total)
Training implementation	1	48	(6 expert working days per delivery and per expert – 8 deliveries in total)
Training follow-up	1	8	(1 expert working days per delivery and per expert – 8 deliveries in total)
Updating training content and material	1	32	Kindly see chapter 2 “Tasks to be performed by the contractor” (8 expert working days per year)
Travel costs	Amount	Total Amount	Notes
Per diems	//	//	Per diems are not to be calculated as they are covered and organized by the contracting authority.

Accommodation allowances	//	//	Accommodation allowances are not to be calculated as they are covered and organized by the contracting authority.
Transport	Number of experts	Total Amount	Notes
International flights to Germany (roundtrips)	1	8	Payment against evidence, maximum amount of 2500 € per roundtrip
CO ₂ compensation for air travel Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.	1	16	A fixed budget of 2560 € is earmarked for settling carbon offsets against evidence (Economy)
Transportation costs (railway, airport transfer etc.)	1	8	Travel within the country of assignment, airport transfers, etc., payment against evidence, maximum amount of 500 € per training
Other travel expenses	1	8	Costs for visa or other unexpected and extraordinary costs occurring during the trip, payment against evidence, maximum amount of 100 € per training
Other costs		Amount	Notes
Flexible remuneration		1	A budget of 11500 € is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Costs for copies and other equipment to deliver trainings		8	payment against evidence, maximum amount of 200 € per training
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5.4. Specification of Inputs Lot 2

Expert Working Days	Number of experts	Total Amount of working days	Notes
Training preparation	1	24	(3 expert working days per delivery and per expert – 8 deliveries in total)
Training implementation	1	48	(6 expert working days per delivery and per expert – 8 deliveries in total)
Training follow-up	1	8	(1 expert working days per delivery and per expert – 8 deliveries in total)
Updating training content and material	1	32	Kindly see chapter 2 “Tasks to be performed by the contractor” (8 expert working days per year)
Travel costs	Amount	Total Amount	Notes
Per diems	//	//	Per diems are not to be calculated as they are covered and organized by the contracting authority.
Accommodation allowances	//	//	Accommodation allowances are not to be calculated as they are covered and organized by the contracting authority.
Transport	Number of experts	Total Amount	Notes
International flights to Germany (round-trips)	1	8	Payment against evidence, maximum amount of 2500 € per roundtrip

CO₂ compensation for air travel Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.	1	16	A fixed budget of 2560 € is earmarked for settling carbon offsets against evidence (Economy)
Transportation costs (railway, airport transfer etc.)	1	8	Travel within the country of assignment, airport transfers, etc., payment against evidence, maximum amount of 500 € per training
Other travel expenses	1	8	Costs for visa or other unexpected and extraordinary costs occurring during the trip, payment against evidence, maximum amount of 100 € per training
Other costs		Amount	Notes
Flexible remuneration		1	A budget of 11500 € is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Costs for copies and other equipment to deliver trainings		8	payment against evidence, maximum amount of 200 € per training

6. Inputs of GIZ or other actors

GIZ is expected to make the following available:

- GIZ staff are involved in some of the inputs provided during the training. For example, there is an input on stress from specialized GIZ staff on this topic.
- Providing of participants lists and AIZ's online evaluation tool.
- Providing of yearly trainings schedule – possible adjustments will be communicated in a timely manner.
- Workshops logistics of the training venue for the face-to-face parts is the "Bildungsstätte der IG Bau in Steinbach" which is close to Frankfurt and Eschborn.
- Accommodation and catering.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. 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 10 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. Outsourced processing of personal data

Data for training preparation and implementation

The contractor's data, which is necessary for the training planning and the training assignment for the academy, is stored and processed electronically. By submitting an offer, the contractor agrees to the storage and processing of your data. Upon request to the controlling organizational unit, the personal data can be consulted.

Commissioned data processing

The contractor accepts the obligation to:

- not to copy personal data of course participants for personal purposes or to store such data on personal data carrier devices.
- to maintain secrecy, to treat any information confidentially in accordance with the enclosed document.
- to use only GIZ's own secure mail account (webmail) for communication with participants for the clarification of open questions.
- to install the latest IT security measures, e.g. a firewall, on their own PC / laptop (or those to be brought along)
- to use an up-to-date virus scanner on their own PC, laptops, tablets or smartphones
- not to use GIZ applications in unsecured public WLANs, but to use the giz guest WLAN.

The training concept and materials for each SRM training module are exclusively developed and used for the SRM training of GIZ. They remain property of GIZ and must not be used in any another context, unless agreed upon in writing by the Academy. This regulation does not affect training material, which was verifiably developed in another training context outside GIZ. If further handouts or printed material is needed for the trainings, the provider is responsible to bring them to the training venue themselves.

9. Annexes

9.1. SRM framework

