

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

CONFIDENTIAL

Project title: Integrated economic development of the mining sector (<i>Développement économique Intégré du Secteur Minier – DISM II</i>)	Processing number: 21.2072.3-001.00
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0. List of abbreviations

BMZ	<i>Bundesministerium für wirtschaftliche Zusammenarbeit</i> – German Federal Ministry for Economic Cooperation and Development
CD	Capacity development
CdR	Centre de Ressources Haut-Katanga
CSO	Civil Society Organisations
CTCPM	Cellule Technique de Coordination et de Planification Minière
DISM II	Développement économique Intégré du Secteur Minier (DISM II)
DRC	Democratic Republic of the Congo
EITI	Extractive Industries Transparency Initiative
EU	European Union
FEC	Fédération des Entreprises du Congo
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
INPP	Institut National de Préparation Professionnelle
KOMP	Cost per output monitoring and forecast
LoI	Letter of intent
MoU	Memorandum of Understanding
RMO	Risk Management Office
SDG	Sustainable Development Goals
ToRs	Terms of reference

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1. Context

The Democratic Republic of Congo (DRC) is a country rich in natural resources, which holds a strong potential for economic development. The mining industry, on both industrial and artisanal scale, could significantly contribute to sustainable development and poverty reduction. However, growth and revenues from the mining sector have so far not led to a noticeable reduction in extreme poverty in the country.

Through the project "Integrated Economic Development of the Mining Sector" (DISM II), GIZ, or *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GmbH), supports the integration of the mining sector into local economic systems that are organized in accordance with the principles of transparency and participation. DISM II was launched in April 2022 and runs until December 2028. In cooperation with various national partners, including the Ministries of Planning, Mines, and Finance, the project is structured around the following four Outputs: (i) Dialogue and participation; (ii) Economic development around the Lobito Corridor; (iii) Environmental and social Governance; and (iv) Domestic resource mobilization (DRM) of the mining sector.

Output I supports multistakeholder dialogue platforms such as the Alternative Mining Indaba, *Investissements Durables au Kivu* and the Extractive Industries Transparency Initiative (EITI). It promotes cooperation between the private sector, the state and civil society actors, and builds the latter's capacity for the transparent and sustainable management of the sector.

Output II supports the structuring and organisational development of the Fédération des Entreprises du Congo (FEC) Lualaba, and the promotion of training programmes, particularly for SMEs. The project aims to strengthen the FEC's position as a credible interlocutor with the government at national and provincial level, as well as its role as an interface for economic players in the DRC, helping to improve the business climate and increase opportunities for the creation of added value through access to subcontracting markets for Congolese SMEs.

Furthermore, through the establishment of a multi-stakeholder consultation framework, the project creates a dedicated space for dialogue, fostering synergies and the co-construction of initiatives that promote inclusive and sustainable economic growth. Co-led by the Federation of Congolese Enterprises (FEC) and the Ministry of Industry and SMEs, this framework will bring together public institutions, the private sector, and civil society from the provinces of Haut-Katanga and Lualaba.

Output III, co-financed by the FONAREDD/CAFI and the German Federal Ministry for Economic Cooperation and Development (BMZ) supports Strategic environmental studies for the key sectors of mining and hydrocarbons, to analyse the expected positive and negative impacts of their national development. This work will make it possible to identify good and bad practices in the provinces concerned, and to propose operating standards incorporating REDD+ standards in the extractive sectors.

Output IV, co-financed by the European Union (EU), aims to ensure that the industrial mining sector's contribution to government revenues is sustainable. It is articulated around four areas:

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a) strengthening the government's capacity to forecast revenues from the mining sector, and thereby enhance budget credibility at the national level; b) improving the government's capacity to perform tax audits of large mining projects, to increase revenue collection; c) supporting the systematic disclosure of timely, comprehensive, disaggregated and quality-assured data on the mining sector as required by the EITI Standard, to spur fact-based public debate and improve sector governance; and d) building civil society organizations' capacity around DRM in the mining sector, to enable them to play their oversight role.

2. Tasks to be performed by the contractor

2.1 Term

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

2.2 Objectives, indicators, work packages, milestones

The contractor shall contribute to the achievement of objectives and indicators described in this document.

Module objective: Enhancing environmental, social and economic sustainability in and around the mining sector in the provinces of Haut Katanga and Lualaba.

Output objective: The FEC Lualaba is capacitated to strengthen the business climate along the Lobito Corridor.

Output indicators:

- 2.1 100 local businesses, supported by FEC Lualaba (Fédération des Entreprises du Congo au Lualaba), have taken part in regular invitations to tender for subcontracting in the Lobito corridor's sphere of economic influence.
- 2.2. One change project aimed at improving the business climate along the Lobito corridor has been implemented on the basis of a multi-stakeholder dialogue.

A pool of international and national experts (see personnel concept) shall provide short- and long-term technical advisory services contributing towards the improvement of the business climate and integrated economic development along the corridor, primarily in Lualaba province. Specifically, the contractor is expected to contribute to the following objectives through targeted measures in organizational development and capacity development of the FEC Lualaba:

- Strengthening the FEC's institutional triple role as (i) a trade association that brings together stakeholders to develop solutions to improve the business environment; (ii) a

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chamber of commerce that establishes contacts with international and national economic players; and (iii) a trade union that defends the rights of its members.

- Enhancing the FEC's position as a credible interlocutor with the State at national and provincial level, and its role as an interface for economic players in the DRC. This aims to improve the number and quality of its members.
- Diversifying the FEC's training programmes for large companies, small and medium-sized enterprises and entrepreneurs in semi-urban areas along the Lobito corridor.

To achieve the aforementioned objectives, the contractor is expected to carry out the following tasks:

i. Needs assessment of FEC Lualaba:

- Development of an analytical framework for the needs assessment in close coordination with the FEC and GIZ (full or partial application of GIZ's cooperation management approach Capacity WORKS).
- Carry out needs analysis for the FEC Lualaba and development of a report which also includes specific recommendations for the strengthening of the organization.
- Consult SMEs in Lualaba province as key stakeholders of the FEC to determine their current level of capacities and training needs.
- Together with GIZ, selected intervention areas for the responsibility of the contractor will be prioritized according to partner priorities, available budget and time.

ii. Capacity development plan for FEC Lualaba:

- Based on the results from the needs assessment and the agreement of priority intervention areas with GIZ, develop a comprehensive capacity development (CD) plan that empowers FEC Lualaba to strengthen economic development and the business climate along the Lobito corridor.
- In alignment with Capacity WORKS, the CD plan shall consider measures at three levels:
 - Individual (competency development)
 - Organization (organizational development)
 - Society (fostering cooperation, strengthening framework conditions)
- The CD strategy shall be:
 - Embedded in the conditions of the political and economic environment of Lualaba
 - Appropriate with regard to the different stakeholders' willingness to change (i.e. FEC Lualaba, Ministry of Industry and SMEs, SMEs, etc.)
 - Linked to existing initiatives in the area of intervention
 - Coherent integration of the three different levels of capacity development
- All measures must be realistically implementable within the contract period and budget. Prioritisation shall be carried out jointly with GIZ and FEC Lualaba to ensure focus on high-impact, feasible activities.
- The contractor shall structure the capacity development plan into prioritised and sequenced measures to ensure manageable implementation within the contract period.

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Measures may be phased or modular, depending on available resources and evolving partner priorities.

- The CD strategy shall consider and expand on the overall CD strategy of the project.

- Based on prior project experience and commissioning priorities, GIZ has identified indicative areas for possible interventions. These may guide the contractor's planning. The final scope of measures shall be determined through the needs assessment and jointly prioritized with GIZ and FEC Lualaba:
 - In terms of individual competency development (both at the FEC and SMEs):
 - Together with the FEC and the Ministry of Industry and SMEs, develop approaches to further build the capacities of SMEs matching needed skills and providing specific training measures to create sustainable jobs along the corridor.
 - Development of training and workshops for SME managers along the Lobito corridor customizing and applying the GIZ 'MSME Loop' method, a training and coaching program to promote entrepreneurial skills.
 - Development of workshops, on- and off-the-job trainings, developing learning contents and materials, on-the-job coaching of FEC employees and SMEs.
 - Further develop guidance documents, such as handbooks and guides for its members, such as updating the corporate social responsibility guide.
 - At organizational level:
 - The CD strategy may consider further developing the FEC's organizational structure (e.g. establishing new units, such as a subcontracting service unit) and workflows (e.g. annual planning processes) further, addressing gaps in communication and decision making processes, in particular to support the development of a common voice of the FEC on key issues contributing to the FEC's credible engagement with the government.
 - Digitalisation of FEC's internal and external services, notably through the development of digital tools for member management, development of company databases, dissemination of economic information and opportunities, business matchmaking and online training programs.
 - In terms of societal change (e.g. fostering cooperation):
 - The CD strategy may consider strengthening FEC Lualaba's strategic advocacy work with government counterparts at provincial, national and international level.
 - Supporting networking and experience-sharing activities between the FEC and other chambers of commerce at regional or international level (e.g. German chamber of commerce).
 - Consider and contribute to the multistakeholder dialogue under the ambit of FEC Lualaba and the Ministry of Industry and SMEs.

- The CD strategy shall be prepared in MS Word and MS PowerPoint.

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- The CD strategy shall be developed in close consultation with GIZ, FEC Lualaba and other relevant stakeholders.

iii. Implementation of CD measures:

The contractor is expected to implement all measures proposed and agreed on in the CD strategy. **The contractor shall implement CD measures in a way that enables FEC Lualaba to gradually assume responsibility for their continuation beyond the contract period** (e.g. training-of-trainers approaches, integration into internal processes). The contractor shall involve FEC staff at all stages of planning and implementation to strengthen internal leadership and accountability.

- The CD development shall employ appropriate methods such as on and off-the-job trainings, coaching, workshops, etc. and shall be complemented with the provision of the necessary learning materials.
- The contractor shall work closely with FEC Lualaba in terms of implementing organizational development measures.
- Moreover, in terms of strengthening framework conditions, **the contractor will support a multi-stakeholder dialogue under the ambit of the Lualaba FEC** and the Ministry of Industry and SMEs, including:
 - Providing technical support to the dialogue's thematic working groups by identifying, analyzing, and prioritizing the main challenges related to the business climate in the DRC.
 - Providing technical advice for the development and implementation of concrete solutions to improve the business climate, through feasibility analysis of proposed initiatives, the development of tailored reform proposals, the design and structuring of innovative pilot projects, as well as the methodological support required for their effective deployment.
 - Providing political-economic analysis and holistic advice on the implementation of at least one change project.

iv. Communication and awareness raising:

Moreover, the contractor is expected to specifically strengthen the **FEC's communication and awareness raising** activities:

- Based on an analysis of the FEC's target groups and the most effective avenues for communication, develop a communication plan with the FEC including specific communication products.
- Develop context-specific communication products, such as radio spots, brochures, presentations, videos, etc. All products shall be owned by the FEC.

v. Monitoring, evaluation and reporting

The contractor shall strengthen the **FEC's monitoring, evaluation and reporting** capacities:

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- Based on the results from the needs assessment, support FEC Lualaba in developing a simple and effective monitoring and evaluation system. The system shall monitor the FEC's interventions and allow for internal and external reporting.
- In case the system requires basic technical infrastructure upgrades for the FEC, such as procurement of laptops or a server, GIZ shall consider supporting this process through the procurement of necessary materials.
- Establish a participatory monitoring and evaluation system to track the results of implemented activities (trainings, workshops, multi-stakeholder dialogues, etc.).

In addition to the development of an M&E system for FEC Lualaba, the contractor is expected to monitor, evaluate and regularly report to the FEC and GIZ on the progress of their work. To this end, the contract shall document good practices, capture lessons learned and develop recommendations.

The contractor shall carry out all tasks in close coordination with GIZ. Final decisions regarding prioritisation, quality assurance, approval of deliverables and implementation approaches rest with GIZ.

The contractor shall verify the close involve representatives from FEC Haut-Katanga in the organizational development and capacity development processes to the best extent possible. As GIZ has already successfully supported FEC Haut-Katanga in its organizational development from 2014 – 2025, a role providing peer to peer support to FEC Lualaba is proposed. Likewise, the national office of the FEC in Kinshasa shall be closely involved by the contractor. The contract shall ensure the alignment of its work with the FEC Kinshasa's strategic objectives, institutional policies.

The contractor is expected to ensure the long-term presence of project staff in Kolwezi, Lualaba province.

The partners of the services are the Congolese Ministry of Industry and SMEs, the *Fédération des Entreprises du Congo* (FEC), above all the provincial chapter in Lualaba.

The success of the project will not be measured primarily in terms of the provision of individual activities, but rather on whether the desired impacts are achieved, captured through the relevant output indicators. This focus on results will require a significant amount of flexibility and adaptability when it comes to designing the interventions. Although the envisioned output for the contractor can be assigned to thematic areas and objectives and described using examples, they cannot be defined in detail at this point. Further refinements will be done during the implementation of the contract, in close consultation with the GIZ project and the project partners in the DRC.

The contractor shall establish a robust risk management system for the duration of their assignment.

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The contractor contributes to the following work packages and for achieving the corresponding milestones:

Milestones for work package 1: Needs assessment of FEC Lualaba	Delivery period
Analytical framework developed	1 month after the start of the contract
Data collection and consultations completed with SMEs and FEC stakeholders	2 months after the start of the contract
Draft needs assessment report produced, including recommendations	3 months after the start of the contract
Validation workshop held with FEC and GIZ, incorporating feedback	3 months after the start of the contract
Milestones for work package 2: Capacity development plan for FEC Lualaba	Delivery period
Capacity development plan (at individual, organizational and systemic level) drafted - based on the results of the needs assessment	5 months after the start of the contract
Agreement with FEC and GIZ on modular approach including priority areas	6 months after the start of the contract
Submission of final capacity development plan to GIZ and FEC	6 months after the start of the contract
Milestones for work package 3: Implementation of capacity development measures	Delivery period
Continuous implementation of capacity development measures as outlined above	6 - 18 months after the start of the contract
Continuous support to the multi-stakeholder dialogue incl. stakeholder mapping, technical advisory to change project development, political economy analyses, etc.	6 - 18 months after the start of the contract
Mid-term review of capacity development activities completed & learning workshop with FEC and GIZ	12 months after the start of the contract
Final review, documentation of lessons learned and final learning workshop with FEC and GIZ	18 months after the start of the contract
Milestones for work package 4: Communication and awareness raising	Delivery period
Communication plan of FEC Lualaba developed	6 months after the start of the contract

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Development and strategic publication of communication products	6 - 18 months after the start of the contract
Milestones for work package 5: Monitoring, evaluation and reporting	Delivery period
Proposal for a simple and effective monitoring and evaluation system of FEC Lualaba developed	6 months after the start of the contract
Introduction of the system to FEC Lualaba's processes continuously tracking results of implemented activities	8 months after the start of the contract
Regular progress updates to be provided to FEC stakeholders	1 - 18 months after the start of the contract

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

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

Requirements on materials and equipment and operating costs:

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

Requirements on expenditure management and cost control:

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

Monitoring and reporting requirements:

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

The consultant is part of the monitoring and evaluation system of the GIZ/DISM project in the DRC and at the same time informs the monitoring and evaluation system of the GIZ project to strengthen business climate.

- The Contractor shall inform GIZ on a regular basis in accordance with the General Terms and Conditions for the Provision of Services and Works (General Terms and

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Conditions) for the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in the version applicable to this contract.

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: French

- Inception report on 06.2026
- Interim report(s) on 09.2026; 03.2027; 09.2027
- Final report on 01.2028.

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

Additionally, the contractor is required to produce:

- Contributions to the report to GIZ's commissioning party in June 2026 and June 2027 (2 pages)
- Brief half-yearly reports on the implementation status of the project (5-7 pages)

All dates mentioned in this Section of the ToR are preliminary and may be adjusted after the contract award.

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences: ITIE, AMI (alternative Mining Indaba) IDAKI by providing expertise and animating discussions when relevant
- The contractor's experts are actively involved in GIZ's sector networks: Resources Governance group.
- 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 GIZ project in DRC and with the relevant competence centre (KC 4) of the GIZ centre of expertise at the end of the contract and joint sending of the developed materials as well as 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;*

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- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

- Promote gender equality and avoid or mitigate possible unintended negative consequences on human rights.
- Promote a conflict and context sensitive approach in project implementation.
- Inform the project leader on cases of repression against civil society;
- Discuss partners and beneficiaries of the consultancies with the project team, to ensure organisational and structural criteria are met;
- Exchange regularly with the GIZ project team on the state of implementation of individual consultancies and related suggestions for decision making processes within partner organisations;
- Ensure transparent processes for the implementation of project activities;
- Work participatively with all ethnic groups and groups of people working for or residing in the partner organisations;
- Ensure that it supports the compatibility of family and work for female and male colleagues;
- Ensure that each expert involved in the project is aware of the specific gender issues in the sectors affected by the project;
- The checklist for gender monitoring in GIZ projects in DR Congo should be taken into account in the consultancy services.

Consider environmental and climate safeguards:

- Mainstream environment and climate safeguards in all project activities.
- Ensure that each expert involved in the project is aware of environment and climate sensitive approaches in project management
- Promote environment and climate sensitive event management.

Should a political or security crisis result in a suspension or partial suspension of GIZ activities in the DRC, or the failure to exchange diplomatic notes between the Governments of the Federal Republic of Germany and the DRC, GIZ reserves the right to suspend or cancel the implementation of the project in consultation with BMZ.

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

3. Technical-methodological concept

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

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

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

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

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

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

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

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

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

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

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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
- Strategy for ensuring sustainability and strengthening the FEC's ownership of interventions implemented.
- Consideration of environmental and social compatibility requirements (including gender equality)

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

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

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

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

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

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

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

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute

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to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	4 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	2 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management (section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

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

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating 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)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring
(section 1.4.4 of the assessment grid)

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

3.5 Further requirements
(section 1.5 of the assessment grid)

Not applicable.

4. Personnel

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

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

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

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

This position is a key expert.

Tasks of expert 1:

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Strategy, implementation, monitoring and evaluation of capacity development measures
- Mainstreaming of cross-cutting themes (e.g. gender equality) and risk management
- Personnel management (short term experts and pool), 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

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- Backstopping of short term experts, pool experts and project administrator.
- Regular reporting in accordance with deadlines
- Responsibility for controlling the use of funds and financial planning in consultation with GIZ's officer responsible for the commission
- Supporting the officer responsible for the commission in updating/adapting the project strategy and in evaluations
- Providing information regarding the implementation based on ad hoc requests by GIZ Corporate Communications, BMZ, Parliament etc.

Qualifications of expert 1:

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in social sciences, educational sciences, business or economics.
Language (section 2.1.2 of the assessment grid):	Knowledge of French, C2-level in the Common European Framework of Reference for Languages (5 out of 10 points), and English, 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):	10 years of professional experience in business coaching, MSME Development or TVET.
Specific professional experience (section 2.1.4 of the assessment grid):	10 years of professional experience in apprenticeship schemes, supply chain management or procurement
Leadership/management experience (section 2.1.5 of the assessment grid):	10 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 10 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	4 years of professional experience in countries outside the Sub-Saharan Africa Region (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	4 years of professional experience in Sub-Saharan Africa Region (in accordance with UN DESA Statistics Division), of which 3 years in francophone countries
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	Not applicable

Expert 2: Senior Expert in Private Sector Development and Business Climate Improvement (section 2.2 of the assessment grid)

This position is a key expert.

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Tasks of expert 2:

- Support the capacity development of FEC Lualaba at all levels according to the CD strategy
- Supervise the development and implementation of capacity-building strategies for SMEs, linked to economic opportunities along the Lobito Corridor;
- Support the establishment and facilitation of a multi-stakeholder dialogue framework for improving the business climate, in collaboration with FEC, public authorities, and local actors;
- Provide technical assistance to thematic working groups of the dialogue in identifying, analyzing, and prioritizing key challenges related to the business environment;
- Advise on the design, implementation, and monitoring of at least one transformation project (e.g., regulatory reform, institutional innovation, improvement of a public service);
- Conduct political economy analyses of the local business climate and formulate strategic recommendations to inform public policies and reforms;
- Support the development of strategic partnerships between FEC, public institutions, development partners, and international private sector actors;
- Contribute to knowledge sharing, technical reporting, and the development of adaptive action plans.

Qualifications of expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in economics, business law, public administration, business management, or political science
Language (section 2.2.2 of the assessment grid):	Knowledge of French, C2-level in the Common European Framework of Reference for Languages (5 out of 10 points), and English, 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):	10 years of professional experience in the sector in facilitating public-private dialogue, supporting business associations or chambers of commerce, or providing strategic advisory on business environment improvement
Specific professional experience (section 2.2.4 of the assessment grid):	<ul style="list-style-type: none"> • 5 years of experience in designing and implementing SME support programmes, including capacity-building, access to markets, and value chain integration (5 out of 10 points), • 3 years of experience in developing strategies for SME competitiveness, local content promotion, and integration into industrial or extractive value chains (3 out of 10 points), • 2 years of experience in facilitating public-private dialogue (PPD) platforms or multi-stakeholder coordination mechanisms (2 out of 10 points).
Leadership/management experience (section 2.2.5 of the assessment grid):	8 years of management experience in projects, companies or other organisations in the area of private sector development
International professional experience outside the country/region of	4 years of professional experience in countries outside the Sub-Saharan Africa Region (in accordance with UN DESA Statistics Division)

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assignment (section 2.2.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	3 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division), of which 2 years in francophone Countries
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	3 years of experience in the mining sector

Expert 3: Expert for adult training and SME Entrepreneurship (section 2.3 of the assessment grid)

Tasks of expert 3:

- Develop and implement capacity development measures under the CD strategy for FEC Lualaba and SMEs.
- Adapt and implement the GIZ “MSME Loop” methodology for the Congolese context, including through mobile training modules, practical workshops, and individual coaching;
- Support the process of improving the services provided by the FEC to SMEs, ensuring their alignment with market needs and local value chains;
- Support for the digitalization of data and services of the FEC and SMEs
- Develop individualized training plans and monitoring and evaluation tools to measure progress, skills acquired, and the number of contracts won by the beneficiary SMEs.
- Develop individualized training plans and monitoring tools to track beneficiaries’ progress, skills acquisition, and professional integration;
- Sharing of pedagogical best practices, in evaluating the impact of training delivered, and in the continuous improvement of training modules.

Qualification of expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree (e.g. ‘master’s or German Diplom’) in education sciences, business administration and management, or social science, economics, development studies
Language (section 2.3.2 of the assessment grid):	Knowledge of French, C2-level in the Common European Framework of Reference for Languages (7 out of 10 points), and English, C1-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.3.3 of the assessment grid):	8 years of professional experience working with small business ecosystems in emerging markets, developing training strategies that integrate inclusion, gender equality, and youth employment.

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Specific professional experience (section 2.3.4 of the assessment grid):	7 years of professional experience in conducting Training Needs Assessments (TNA) for SMEs or local economic actors; developing service digitalization, as well e-learning content or blended learning models adapted to low-connectivity environments
Leadership/management experience (section 2.3.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	4 years of professional experience in countries outside the Sub-Saharan Africa Region (in accordance with UN DESA Statistics Division)
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 years of professional experience in Sub-Saharan Africa (in accordance with UN DESA Statistics Division), of which 1 year in francophone countries
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	Not applicable

Expert 4: Project administrator section 2.4 of the assessment grid)

Tasks of expert 4:

- Coordinate logistics and administration of project activities in Lualaba province;
- Support the implementation of project activities in particular concerning internal and external communication, and including financial administration.

Qualifications of expert 4:

Education/training (section 2.4.1 of the assessment grid):	Bachelor's degree or higher in Administration
Language (section 2.4.2 of the assessment grid):	Knowledge of French, C1-level in the Common European Framework of Reference for Languages (7 out of 10 points), and Swahili, C1-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.4.3 of the assessment grid):	3 years of professional experience in administrative, logistical, or project support roles
Specific professional experience (section 2.4.4 of the assessment grid):	3 years of professional experience in internal and external communications
Leadership/management experience (section 2.4.5 of the assessment grid):	Not applicable

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International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	3 years of professional experience in the DRC
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	Not applicable
Other (section 2.4.9 of the assessment grid):	Not applicable

Expert 5: Pool 1: ‘Technical advisors’ with 3 experts (section 2.5 of the assessment grid)

A CV for each expert must be added to the tender.

Tasks of the expert pool:

- Technical advisory and general support to all five work packages of the assignment.

Qualifications of the expert pool:

Education/training (section 2.5.1 of the assessment grid):	All experts with a university degree (e.g. ‘master’s or German Diplom’), 1 expert in economics, 1 expert in law and 1 expert in business management
Language (section 2.5.2 of the assessment grid):	All experts with knowledge of French, C1-level in the Common European Framework of Reference for Languages (7 out of 10 points), and Swahili, C1-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.5.3 of the assessment grid):	All experts with 5 years of professional experience in the sector of economic development, business environment reform, legal and fiscal advisory or public sector governance
Specific professional experience (section 2.5.4 of the assessment grid):	All experts with 3 years of professional experience in working with trade unions, chambers of industry and commerce or similar trade associations
Leadership/management experience (section 2.5.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	All experts with 5 years in the DRC

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Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	All experts with 3 years of experience in development cooperation projects
Other (section 2.5.9 of the assessment grid):	Not applicable

UN DESA regions are defined as Northern Africa, Sub-Saharan Africa, Eastern Africa, Middle Africa, Southern Africa, Western Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [UNSD methodology](#) for country assignment.

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

Soft skills of team members

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

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

Soft skills are not evaluated.

5. Costing requirements

5.1 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 use of the total number of proposed expert days.

The number of expert days corresponds to full working days.

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Expert	Expert days in the country of residence / remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights (round trips)	Number of national flights (round trips)
Expert 1: Team leader	50	60	110	No	7	2
Expert 2: Senior Expert in Private Sector Development and Business Climate Improvement	40	80	120	No	6	2
Expert 3: Expert for adult training and SME Entrepreneurship	20	80	100	No	5	1
Expert 4: Project administrator	0	100	100	No	0	2
Expert 5: Pool 1: 'Technical advisors'	0	440	440	No	0	7

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

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

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

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

5.3.2 Travel expense requirements

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

Travel expenses item	Quantity/budget
Total number of international flights (round trips)	18
Total number of regional/national flights (round trips)	14
CO ₂ offsets for flights	4,200.00 An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport): airport transfer costs per round trip	32
Per-diem allowance for full days of travel-related absence	220
Per-diem allowance for at least 8 hours of travel-related absence per day	36
Accommodation allowances	240
Other travel expenses (visa, other travel fees in DRC, project-related transport costs for travel in Kolwezi/Lualaba province, other project-related travel expenses outside the place of business etc.)	EUR 11,500.00 A fixed budget is specified for other travel expenses for settlement against evidence

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

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

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- Flight costs
- Other travel expenses

Notes on the settlement of accommodation allowances outside Germany:

For the country Democratic Republic of the Congo, tenderers may offer accommodation allowances up to EUR 252,75. This is 75% of the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement. The expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.

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

5.4 Materials and equipment

– Not applicable –

5.5 Operating costs in the country of assignment

– Not applicable –

5.6 Workshops, education and training

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

In order to ensure optimal budget management, the contractor is responsible for the full logistical organization of at least fifteen (15) training and capacity-building workshops for project partners. Accordingly, all associated costs must be clearly detailed. These activities will primarily target small and medium-sized enterprises (SMEs) and representatives of the Fédération des Entreprises du Congo (FEC), at both local and national levels.

The modules will be tailored to the needs that will be identified.

Workshop budget: EUR 75,000.00

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Translation/interpreting services
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

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The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 40,000.00

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.3.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

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

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, work plan). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

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

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

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)

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- 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)

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.

7. Options or follow-on contract

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

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

Nature and scope:

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

Precondition:

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

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

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

Scope of possible services:

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

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Condition:

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

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

8. Annexes

- Module proposal DISM II incl. change offer from April 2025
- Safeguards and gender: Reports on the in-depth checks (in French language)
- Results Matrix DISM II
- Overall CD strategy of DISM II