

Terms of Reference (ToR) for the procurement of services / framework agreement

CONFIDENTIAL

Project title:	Processing number/cost centre:
Capacity WORKS learning programme	19.9243.7-001.00
Country:	Contract number:
Germany	81317735
Tendered service:	
Realisation of training events in the field of Capacity WORKS Lot 2	

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0. List of abbreviations

AG	Client
AIZ	Academy for International Cooperation contracting party
AN	
GTC	General Terms and Conditions of Contract for the Provision of Services and Works
CD	Capacity Development
CW	Capacity WORKS
DC	Development Co-operation
FMB	Specialised and methodological area
FK	Specialist
FKT	Specialist days
IZ	international co-operation
KZFK	Short-term skilled worker
KuF	Co-operation and leadership
MoU	Memorandum of Understanding
Quali	Quality in line
ToR	<i>Terms of Reference</i> Terms of Reference
ToT	Training of Trainers

1. Context and general information

1.1. German Society for International Cooperation: Working together to achieve more

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a governmental development cooperation organisation of the Federal Republic of Germany. As an international cooperation service provider for sustainable development and international education work, we are committed to a future worth living worldwide. We have more than 50 years of experience in a wide range of fields, from economic and employment promotion to energy and environmental issues and the promotion of peace and security. The diverse expertise of the federal enterprise GIZ is in demand around the globe - from the German Government, European Union institutions, the United Nations, the private sector and governments of other countries. We cooperate with companies, civil society actors and academic institutions, thus contributing to the successful interplay between development policy and other fields of policy and action. Our main client is the German Federal Ministry for Economic Cooperation and Development (BMZ).

The Academy for International Cooperation

The Academy for International Cooperation (AIZ) is GIZ's in-house academy. It makes an important contribution to human resources development in international cooperation. As a centre of excellence for skills development, it prepares GIZ staff and managers, project partners and external clients for shaping their own working environment and overcoming complex challenges. Collaborative learning and networking as well as the interactive and learner-centred design of real and virtual learning settings are characteristic of the Academy's entire portfolio.

Learning principles of the AIZ

As GIZ's Corporate Academy, the Academy supports GIZ staff in meeting the new challenges and requirements of an increasingly fast-changing world of work. Based on years of experience in skills development and the trends of modern learning concepts, the Academy addresses this change with its seven learning principles: 'Self-responsible', 'Diverse', 'Work-integrated', 'Digital', 'Collaborative', 'Agile' and 'Explorative'. The learning principles also form the basis for the development and implementation of learning programmes for the Academy's contractors.

Cooperation and leadership

"Cooperation and Leadership" (KuF) stands for a cultural change at GIZ. Four principles for cooperation and leadership have been developed in a co-creative company-wide process since 2017: 'Creating meaning together', 'Living diversity', 'Leading flexibly' and 'Experimenting and breaking new ground'. The principles have been part of GIZ's mission statement since the beginning of 2020. With its learning programmes, the Academy contributes to this cultural change and to "KuF-Mainstreaming". Contractors, especially trainers, should familiarise themselves with the KuF principles and take them into account in their learning offerings, both implicitly, with regard to the methodological design of the training, and explicitly, wherever there are content-related points of reference. If a contract is concluded, trainers will be provided with more detailed information on KuF.

Gender and diversity

The content and conceptual implementation of the programme prevent discrimination and promote respectful cooperation as well as the recognition, appreciation and inclusion of diversity in accordance with the Diversity Charter: <https://www.charta-der-vielfalt.de/>.

The use of gender-equitable language in all documents and content as well as in the implementation of the programme is expected. In addition, intervening measures are expected in the event of defamation or sexist statements and in the event of unequal treatment between participants during the implementation of the programme.

Sustainability at GIZ

Sustainability is GIZ's guiding principle and a key prerequisite for its contribution to a sustainable society. GIZ works in the conviction that only the interplay of social responsibility, ecological balance and economic performance will enable future generations to live in security and dignity. The 2030 Agenda and the Federal Republic of Germany's national sustainability strategy provide the framework for sustainability management.

With the environmental guiding principle, GIZ has committed itself as a company to systematically avoiding or reducing environmental pollution ([giz2021-sustainability-programme-2021- 2025.pdf](#)). The contractor is expected to support GIZ on its path to greater corporate responsibility by complying with sustainability criteria. This applies in particular to travelling to the event location and reducing the use of paper by using digital media.

1.2. Capacity WORKS

Capacity WORKS (CW) is GIZ's management model for sustainable development. It is used to manage and steer commissions (projects) with the aim of making an effective contribution to the capacity development of partner organisations in order to sustainably improve the performance of people, organisations, networks and social systems in our partner countries (for more details on CW, see the annex "What is Capacity WORKS"). The management model offers a structured approach for managing projects; it opens up the scope for organising the necessary cooperation tasks. It "translates" the corporate policy model for sustainable development into a comprehensive and practicable model.

The Capacity WORKS learning programme is aimed at all GIZ employees and external consultants. It teaches the application of the GIZ Capacity WORKS management model and its success factors.

In principle, **2 CW courses** are offered:

- **Cooperation management with Capacity WORKS** (imparting the capacity to act)
- **Cooperation management with Capacity WORKS for the consulting industry** (imparting overview competence)

The target group for the **Cooperation Management with Capacity WORKS** course (action competence) is all GIZ employees, especially those with management responsibilities. Participants are introduced to the use of the model for managing cooperation systems, in particular for the effective and sustainable support of capacity development in cooperation countries.

Format and duration of the learning programme Cooperation Management with CW

The course is offered in two different formats:

- Face-to-face: 5 consecutive days in Germany and in partner countries of German development cooperation, including in fragile contexts (worldwide)
- Virtual compact: 5 consecutive days via MS teams

Language:

- Presence: English, German, French, Spanish
- Virtual: English, German

Complete documentation is also available for the virtual training courses in French and Spanish. The training courses in French and Spanish can be offered on demand and on request.

Number of participants:

- Presence: max. 22 participants
- Virtual: max. 15 participants

If there are 11 to 15 participants, the course will be run by one trainer; if there are 16 to 22 participants, the course will be run by two trainers (trainer tandem). If the minimum number of 11 participants is not reached, the training will not take place. Training sessions in virtual format are conducted by one trainer for 8 to 10 participants and by a trainer tandem for 11 to 16 participants. If the minimum number of 8 participants is not reached, the training will not take place.

The learning programme ***Cooperation Management with Capacity WORKS for the Consulting Industry*** (overview competence) is aimed at external experts and consultants. This course provides an introduction to the GIZ Capacity WORKS management model and its success factors.

Format and duration of the learning programme Cooperation management with CW for the consulting industry

The course is offered in two different formats:

- Presence: 3 consecutive days in Germany
- Virtual compact: 3 consecutive days about MS teams

Language:

- Presence: English, German
- Virtual: English, German

Number of participants:

- Presence: Up to 15 participants
- Virtual: up to 15 participants

The face-to-face course is conducted by a trainer, the virtual course by a trainer tandem.

Methodological and didactic design of the learning opportunities

The learning principles of the AIZ serve as didactic and methodological orientation. We expect practical relevance and case-based work and a minimum of presentation and traditional teaching.

Frontal teaching. Participants should have the opportunity to express their specific needs, individual experiences and difficulties so that these can be specifically addressed and built upon.

Learning from each other and sharing knowledge and experience is essential for successful learning processes. Various approaches and tools are used in the training and it is expected that the AN familiarise themselves with the concept and apply it accordingly. The following methods are used in the current course concept and should continue to be used:

- a balanced mix of theoretical input and practical exercises
- Examples from practice
- (Collegial) counselling and coaching
- Short inputs, plenary questions, virtual quizzes, self-reflection, (visualised) group work

Special features for digital formats

Courses in digital format should be interactive and participant-orientated. It should be taken into account that in virtual learning programmes, more frequent breaks and small activities for participants should be planned by changing methods in order to maintain concentration and create a lively learning experience. The virtual format should also enable meaningful experience, learning and transfer.

The social contact that is possible in analogue learning offers before/after the actual start of training, during the coffee break and at lunch is significantly reduced in virtual offers. This must be taken into account when implementing the learning programme by planning times for informal exchanges and activities to promote social bonding.

Other

Standardised course materials and documentation for face-to-face and online formats are available for the learning offers to be implemented and have been quality-checked by colleagues from the GIZ's specialist and methods departments. The main orientation for the training courses is the **content of the manual "Cooperation Management in Practice"** and the **minimum standards for CW training courses** (see appendix). This is where the focus for teaching the success factors and all other topics is set. The standard trainer's guide (director's plan/trainer's materials), course materials for participants and background information guide the focussing of content, as do the current CW posters and CW PPT presentations. An example of the distribution of content can be found in the agenda (see attachment). All documents will be made available by the AG after conclusion of the contract.

The newly accepted trainers (without experience of conducting CW trainings for the AIZ) will take part in a remunerated "Training of Trainers" before their first course, which the working group organises with colleagues from the specialist and methodological areas in order to convey the course structure and GIZ special features in the area of Capacity WOKRS.

1.3. Notes on the call for tenders

The aim of this call for tenders is to conclude a service contract for the implementation and further development of CW learning programmes in various formats (virtual, face-to-face) by qualified trainers.

presence) by qualified trainers on request and under the supervision of the AG during the term of the contract.

The tender consists of two lots. The aim is to commission **one contracting party (CO) per lot**, which is responsible for the implementation of the CW training courses of a lot. Each lot is tendered individually.

It is possible to submit a bid for one or all lots at the same time. In this case, **a separate tender** must be submitted **for each lot with a complete set of documents** (including all required documents) **for each procedure**. There is neither a limit on the number of lots nor an award limit.

The subject of this service description is Lot 2. Lot 2 comprises the implementation of the CW training courses Cooperation Management with Capacity WORKS (action competence) and Cooperation Management for the Consulting Industry (overview competence) (face-to-face and virtual) in German, French and Spanish. The learning opportunities can be implemented both as standard courses, i.e. bookable via the AIZ training catalogue, or as courses on request by GIZ project teams or organisational units. While the Academy is fully responsible for participant management when implementing Capacity WORKS programme courses (courses in the official Academy programme), participant management is the responsibility of the client (country offices or projects in partner countries, project teams, etc.) in the case of courses on request. Lot 1 comprises the organisation of CW training courses in English.

Tender procedure

This procedure is carried out as a negotiated procedure with a call for competition.

In the course of the **competition for participation**, the suitability of bidders will first be determined on the basis of the applications for participation submitted. The details of this can be found in the documents "05_Eigenerklärung" and "06_Bewertungsschema Eignung" of the respective lot. A selection of suitable bidding parties (qualified bidders) is made on this basis.

In the second stage of the procedure (**bidding phase**), these bidders are invited to submit a technical and price offer.

The initial bids may be awarded after the overall evaluation has been completed. GIZ expressly reserves the right to award the contract to the initial bids. If negotiations are necessary, GIZ will invite the three winning bidders to negotiations. In this case, the bidders will be informed of the details of the negotiations.

2. Requirements for the contractor

The aim of this tender is to identify a service provider who can offer CW training for GIZ employees and for the consulting industry in line with demand. In terms of content, the aim of the CW learning programmes is to ensure that GIZ staff acquire comprehensive knowledge and skills to meet control and management challenges in cooperation systems in a flexible, iterative and situation-appropriate manner.

in cooperation systems in a flexible, iterative and situation-appropriate manner (action competence). Consultants gain an overview of their expertise in advising on steering and management challenges in cooperation systems in a flexible, iterative and situation-appropriate manner.

2.1. Duration and scope of contract

The expected term of the framework agreement for each lot is specified in the "Special Terms and Conditions of Contract". The performance period is specified in the award letter.

The framework agreement is concluded for a period of 24 months with the option to extend the term a maximum of two times, each time by 12 months. In total, a maximum period of 48 months from the start of the contract is to be covered by this framework agreement.

The tender consists of two lots, which differ in the language in which the learning programmes are implemented. Each lot comprises

- Delivery of the course "Cooperation Management with CW" for GIZ employees in presence and virtually
- Delivery of the "Cooperation management with CW for the consulting sector" course in person and virtually
- Contributions to the content and/or conceptual development of the learning programmes

The AG calculates the total quantity of all lots with **an estimated quantity of 200 training courses** for both lots for 48 months. **The maximum quantity is 232 training courses** for 48 months in total for all lots. These estimated and maximum quantities are distributed across the individual lots as follows:

	Number of training courses Contract term (24 months)	Number of training courses Extension(s) (2x12 months)
Lot 1 (English)	Estimated quantity: 70 Maximum quantity: 78	Estimated quantity: 2x35 Maximum quantity: 2x39
Lot 2 (German, French and Spanish)	Estimated quantity: 30 Maximum quantity: 38	Estimated quantity: 2x15 Maximum quantity: 2x19

This is an *estimate*; the actual call-off quantities may fluctuate annually. In addition to the programme courses, AIZ implements Capacity Works training courses at the request of GIZ country offices and projects. The programme courses are planned and scheduled jointly by the client and the contractor. For courses on request, it is generally not possible to state in the long term whether and on what dates how many training courses will take place over the course of the year. There is no entitlement to an actual call-off in the stated order of magnitude, nor do the estimated and/or maximum quantities constitute a minimum purchase quantity.

Further services include:

- Four-day training of trainers: once in the first six months of the contract term for a maximum of 18 trainers; paid at a flat rate per person;
- Further development at the request of the client (see point 2.2.2.) up to 25 specialist days (FKT)

2.2. Services provided by and requirements for the contractor

This service description includes training courses on the GIZ management model Capacity WORKS for the management of complex projects for employees as well as consulting services.

Lot 2: German, French and Spanish-language Capacity WORKS courses - face-to-face and virtual

- Cooperation management with Capacity WORKS - Expertise - 5-day face-to-face course
- Management of cooperation with Capacity WORKS - Compétences d'action individuelles - 5-day face-to-face course
- Gestión de la cooperación con Capacity WORKS - Competencias para la acción - 5-day classroom course
- Cooperation management with Capacity WORKS for the consulting industry - Overview competences - 3-day classroom course
- Cooperation management with Capacity WORKS for the consulting industry - overview competence - 3-day virtual course

Objectives of the courses of Lot 2

The Capacity WORKS management model offers a structured approach to managing projects; it opens up the scope for designing the necessary cooperation tasks. It "translates" the corporate policy model for sustainable development into a comprehensive and practicable model.

The learning programme Cooperation Management with CW teaches skills for advising, steering and managing GIZ projects. Participants learn how to apply the management model, the success factors and the toolbox with the selected tools in practical case studies. The systemic attitude behind Capacity WORKS is conveyed and questions on how to shape one's own professional role are dealt with as required. The course deals in detail with current management issues from the participants' case studies. Participants use Capacity WORKS to develop a navigation system to negotiate situationally adapted solutions with their cooperation partners.

In the learning programme for the consulting industry, participants are given an overview of Capacity WORKS and work on questions and cases with Capacity WORKS. Participants will receive an application-based introduction to the most important elements of Capacity WORKS for use in consulting activities. Participants learn about the toolbox and selected tools at a glance and how to work with the tools in practice using case studies.

Contents of the course Lot 2

- The relevance and corporate policy categorisation of the CW management model is conveyed. The interaction with project management (GIZ contribution) is explained.
- Situation-adapted, flexible and iterative work with CW is taught.

- The topic of objectives and results is conveyed (poster), as is GIZ's capacity development approach, which thematises the connection with the 2030 Agenda (poster/PowerPoint presentation). The reference to GIZ's service modalities and TC instruments is derived.
- The map of logics is thematised by the posters. The content on the topic of leadership is outlined in the corresponding chapter of the handbook.
- The CD triad (poster/PPT) and the chapter on co-operation systems in the long term and over time (poster) are prominently presented.
- All five success factors are presented in the current posters.
 - Strategy - What strategic direction can be used to achieve goals and effects efficiently?
 - Co-operation - Which actors in the country should co-operate with each other in order to achieve common goals? Who is needed to achieve goals?
 - Control structure - How do the relevant players make decisions? Processes - Which processes in the policy area need to be organised and how in order to have an impact?
 - Learning & innovation - How are skills development, organisational development, the development of cooperation in the sector and the development of framework conditions designed to enable sustainable development?
- The interplay of the 5 success factors as well as goals and effects are worked on in a suitable form (e.g. collegial consultation with a spider's web, dialogue between the success factors and goals and effects, for example as part of a constellation work, visualisation of the interplay with explanation using an example or similar).
- Analogue or digital methods support learning in all sequences (stories, practical exercises/games/experiments, Lego Serious Play, videos, etc.).
- Working with the Capacity WORKS focus questions and the Capacity WORKS toolbox is introduced in an appropriate way in the corresponding chapter on success factors.
- The relevance and functionality of the impact model and the professional-methodological standards as well as quality in line (QuaLi) are conveyed: Functionality of proposed CW tools for the professional-methodological standards, interaction between these tools, interaction with other tools).

Services of the AN

The CO conducts the above-mentioned courses independently on the basis of the following standard course materials for trainers:

- Minimum standards for the implementation of Capacity WORKS trainings
- Trainer's guide including programme plan and trainer materials
- Course materials for participants
- Background information

The CO is responsible for the selection, preparation, further training and management of the team leaders and trainers deployed to implement the learning opportunities in their organisation.

2.2.1. Preparation, implementation and follow-up of the training courses

The training is carried out in close consultation with the client. The contractors ensure that the trainer tandems organise the training courses on the basis of the didactic concept of the AIZ.

of the AIZ in a communicative, action-oriented, adult-specific and participant-centred manner. By submitting an offer, the contractor declares their agreement with the methodological and didactic principles of AIZ.

The specific content and methodological organisation of the respective training course is the responsibility of the contractor against the background of the needs of the participants and corresponds to the schedule/direction plan, which must be made available to the trainers in advance. The contractors and their trainers familiarise themselves with the documents provided by the client, and the AIZ handouts on training are integrated into the implementation and taken into account. The AN also contribute their experience and suggestions for the further development of the AIZ training programme.

Against the background of the implementation in trainer tandems, intensive joint preparation and coordination of the content and processes are essential. AIZ expects professional content and methodological implementation, which includes moderation, content input, taking up questions from participants, guidance for independent learning, etc.

In addition, there is compliance with administrative procedures, such as communication with the AIZ managers and debriefings on the course implementation. The trainers keep lists of participants, report absences to the AIZ and inform those responsible if a course is proving difficult. The participant lists serve as proof of performance and must be signed and sent to the AIZ at the end of the course. The AIZ also expects support with the evaluation.

After the training courses, the contractor prepares course documentation for the participants and, if necessary, photo documentation, which is made available to the participants.

For a detailed description of the tasks, see point 4 Personnel.

Further requirements:

The **face-to-face training courses in Germany take place at** the AIZ training centre at Campus Kottenforst (In der Wehrhecke 1, 53125 Bonn-Röttgen). The **face-to-face training courses abroad take place** on the premises provided by the commissioning country office or the host organisation. For CW training courses abroad, the AIZ has a recommendation regarding requirements for premises; the actual implementation depends on the local conditions.

Dates for the programme training sessions during the course of the year shall be agreed between the client and the contractor identified by this invitation to tender by September of the previous year at the latest. After a set deadline, the contractor must communicate the **availability of the trainers** for the individual dates so that the client is able to plan. If availability changes, please inform us promptly by e-mail.

Dates for **training on request** depend on the requests submitted and are announced throughout the year. The contractor ensures that training courses on request can be held 8 weeks (lead time) after receipt of a request. When a training course on request is organised, the contractor or the trainer deployed will coordinate all logistical issues with the requesting party.

Induction: New trainers in the pool must actively participate in an honoured Training of Trainers (ToT) before their first independent assignment. The details of the timing and implementation will then be discussed. In addition, the newly accepted trainers must be deployed in tandem with the experienced trainer (implementation experience of at least 3 CW trainings) for the first two independent implementations.

The AIZ organises trainer days on various relevant topics relating to CW. The CO is expected to ensure that the trainers take part in one-day trainer days for the further development and continuous improvement of the course concept (by invitation) - probably once a year. In addition to quality assurance, this also serves the exchange of information between the client and contractor as well as the trainers among themselves, the clarification of open questions regarding the provision of services and the possibility of further development of the contractor. These formats are not remunerated.

2.2.2. Further development

Under the leadership of the WG, it is expected that the contractors participate in the **further development** of the learning offer by contributing their own suggestions and ideas as well as integrating new content and methods introduced by the WG into the programme and implementing it in the spirit of the WG. The contractors and their trainers contribute to the maintenance of the work material: In coordination with the WG, new documents/worksheets/handouts/exercises that are used in the training and, if applicable, introduced by the WG are adapted to the layout usually used in the material and added to the digital material repository in such a way that they can also be used by the other trainers. This work is usually covered by the fee and is not remunerated separately. If, at the request of the client, major conceptual adjustments or more in-depth further development are required, a fee for further development work may be paid after prior written agreement with the client. The necessary FKT (up to 25) are envisaged in this respect. A procedure for coordinating the corresponding tasks will be agreed in writing.

Gender and sustainability criteria

The contractor or team leader ensures compliance with gender and sustainability criteria.

- In particular, it pursues the goal of ensuring a balanced ratio between the genders in the deployment of trainers.
- The use of gender-equitable language in all documents and content as well as in the implementation of the learning programme is expected. In addition, intervening measures are expected in the event of defamation or sexist statements as well as in the event of unequal treatment between participants during the implementation of the learning programme (see chapter 1.1. for background information).
- The contractor is expected to support GIZ on its path to greater corporate responsibility by complying with sustainability criteria. This applies in particular to travelling to the event venue and reducing paper consumption by using digital media (see Chapter 1.1. for background information).

Expenditure and cost control requirements:

- The Contractor shall carry out expenditure and cost control as well as accounting and invoicing in accordance with the requirements of the Client.

Monitoring and reporting requirements:

- The contractor actively contributes to the impact-oriented monitoring of the contract. Regular monitoring must cover at least the following areas:
 - o Degree of implementation of activities
 - o Status of achievement of the deliverables listed in section 2.2 of these ToR

Backstopping requirements:

The Contractor shall ensure appropriate backstopping. The following services are part of the standard package for backstopping, which are to be included in the fee rates of the personnel offered in accordance with the version of the General Terms and Conditions of Contract for the Provision of Services on behalf of GIZ applicable to this contract, such as ancillary personnel costs:

- Personnel responsibility of the contractor for its employees;
- Ensuring the flow of information between GIZ and the contractor;
- Control to adapt to changing framework conditions;
- performance monitoring;
- Ensuring administrative processing;
- Ensuring reporting;
- Sharing the contractor's experience with the GIZ team.

Communication between contractor and client

Good cooperation between team management and the client requires a regular exchange of information, transparency and confidentiality. Due to the different locations of all those involved, regular synchronised exchange formats have proven their worth. Virtual meetings are therefore arranged as needed and requested to ensure continuous communication and the successful implementation of learning programmes. We expect the team leader to ensure a good exchange between all trainers included in the pool of trainers and with GIZ.

The team leader and the trainers proposed by him/her undertake to communicate with the WG on the MS Teams platform. There will be a space on the platform that will be used for communication and sharing of course materials. Any costs incurred by the Contractor through the use of MS Teams are to be borne by the Contractor.

The working materials are shared with the team leader and the trainers via Microsoft Teams.

2.3. Quality assurance during the contract term

At the beginning of the contractual term of the framework agreement, a virtual "**kick-off meeting**" takes place between the client and the contractor. Participation in the "kick-off meeting/briefing" serves the purpose of onboarding. It is a prerequisite for the first assignment.

In addition, the contractor and the contractor's specialists (trainers) take part in an annual trainers' day.

The quality of implementation of the CW training courses is of enormous importance to GIZ. In cases of exception, the client reserves the right to reject individual trainers after the mandatory "Training of Trainers" if they are not expected to carry out the training successfully. The WG also reserves the right to attend a training session in order to gain an impression of the trainers. Participation is discussed with the respective trainer tandem.

GIZ also uses a standardised online evaluation. Each training course is assessed by the participants on the basis of this online evaluation. The main indicators relate to the following points: Overall satisfaction, objectives of the training and satisfaction with the trainers.

If more than three evaluations result in less than 80% participant satisfaction with the above indicators, AIZ reserves the right to take quality assurance measures. This includes the requirement that the trainers undergo further orientation measures in order to fulfil the standards and expectations of GIZ. In addition, the trainer tandem must be reassembled to determine whether the low level of participant satisfaction is due to the composition of the respective trainer tandem. Quality assurance may mean that individual trainers can no longer be deployed.

2.4. Materials and technical requirements

The respective training courses can be held either in Germany or abroad at the project location or virtually. The final decision on the format of the assignment is made by the WG. The quantity structure remains unaffected.

Learning material

Course materials are available or are being continuously developed by the WG and can be accessed via the MS Team channel.

Documents and materials that are developed as part of the learning programme must be (as far as possible) accessible or minimally accessible and made available digitally. An accessibility check should be carried out for documents, especially if it is expected that people with visual impairments will read the document. (For corresponding specifications on the international standard or national standards for the accessible design of a PDF, see ISO [14289-1 - 2016-12](#), practical tips on implementation can be found on the website [Implementing accessibility](#) from Aktion Mensch).

The learning materials developed in the process of preparing and conducting the training courses may not be used in the context of other events, or only with the consent of AIZ. This does not apply to the use of materials that have demonstrably been created in other contexts. Otherwise, our General Terms and Conditions of Contract shall apply.

Room equipment

The Contractor is responsible for setting up the training room and designing pin boards, flip charts and other materials for both face-to-face and online training. For face-to-face training, the trainers bring their own technical

technical devices such as a notebook or tablet. The correct technical connections (HDMI standard) must be ensured in good time before the start of the training.

Sufficient IT equipment on the part of the contractor (PC or laptop, camera, microphone, stable internet connection with sufficient data volume for image transmission, software, etc.) is a prerequisite, as are the necessary knowledge and skills in dealing with digital media and methods.

On request, GIZ will provide technical equipment such as projectors, screens, etc. as well as moderation materials. Special requirements must be communicated **at least two weeks before the start of the event**. The WG would like to point out that not all of the moderation materials normally used for events in Germany are available, especially for training courses organised on request abroad.

The trainers are responsible for the premises, the materials and the technical equipment provided during the event. At the end of the training session, the training room must be left in a condition that allows a subsequent group to take over the room without hindrance. Labelled flipcharts, posters etc. that are no longer needed must be clearly marked for disposal. Reusable materials such as flipchart paper labelled on one side, metaplan boards or moderation cards are to be turned over for reuse as indicated or placed in the appropriate boxes.

When conducting a virtual training or a virtual exchange, a link for an MS Teams meeting shall be sent to the Contractor by the Client. The meeting invitation can also be accepted without an MS Teams account via the respective browser or app. It is the responsibility of the contractor to ensure that MS Teams can be used comprehensively.

2.5. Data protection and information security

The provisions on data protection and information security of the currently valid GIZ GTC (§ 1.10 Data protection) apply. The Contractor (the team leader and the trainers) undertakes to

- Not to co- pile any personal data of the participants for personal purposes or to store them on personal data carriers.
- to treat all order-related data and other information that becomes known to the Contractor and its employees during the performance of the contract as confidential,
- to use the latest IT security measures (e.g. firewall, virus scanner, password, etc.) on all IT devices used (computer, tablet, smartphone, etc.)
- not to access GIZ applications in the unsecured, public WLAN, but to use the GIZ guest WLAN.

The data of the contractors (the team leaders and their trainers), which are necessary for training planning and training assignments for the Academy, are stored and processed electronically. By submitting an offer, the contractor agrees to the storage and processing of the data.

processing of the data. Personal data can be viewed upon request to the controlling organisational unit.

3. Technical and methodological concept

In this section, the bidding party shall reflect on the objectives and tasks of the present invitation to tender and the technical and methodological concept for the realisation of the services and requirements listed in sections 2.2 and 2.3. In addition, it must describe the organisation of its project management.

3.1. Interpretation of objectives (section 1.1 of the evaluation scheme)

The bidding party should interpret the objectives for which it is responsible (section 1.1.1 of the evaluation scheme). A mere repetition of the services and requirements formulated in section 2.2 of the ToR is not desired. The bidding party should take a critical look at the task definition (section 1.1.2 of the evaluation scheme) by making an assessment of the personnel concept for realising the planned tasks.

3.2. Processes and actors in the partner system (section 1.2 of the evaluation scheme)

-deleted-

3.3. Strategy (section 1.3 of the evaluation scheme)

The strategy for the implementation of the tendered services is the core element of the technical-methodological concept.

3.3.1 Strategic approach to achieving the objectives stated in the ToR (Section 1.3.1 of the evaluation scheme)

The bidding party should describe and justify the approach it intends to take to achieve the services and requirements for which it is responsible (cf. Section 2.2). The contractor should explain its concept for the structure and management of the pool of trainers. The CO should also describe how the diversity of the trainers in a pool and also in the individual course delivery is ensured. Further requirements (sections 2.2 and 2.3) should be adequately taken into account in the description.

3.3.2 Structure of co-operations with the relevant actors (Section 1.3.2 of the evaluation scheme)

-deleted-

3.3.3 Starting points for leverage effects and measures for scaling-up (section 1.3.3 of the evaluation scheme)

-Not applicable

3.3.4 Consideration of requirements for environmental and social compatibility (Section 1.3.4 of the evaluation scheme)

-deleted-

3.4. Project management (section 1.4 of the evaluation scheme)

In this section, the bidding party presents its approach to coordination with the client and monitoring.

3.4.1 Operational plan

(Clause 1.4.1 of the evaluation scheme)

-deleted-

3.4.2 Coordination with GIZ (section 1.4.2 of the evaluation scheme)

In its bid, the bidding party should describe its approach to coordination with the AIZ and the persons responsible for the subject area and methodology at GIZ and, if applicable, other actors. The bidding party should describe its approach to dealing with feedback on the basis of the following questions, among others:

- How do you organise the contact structure with regard to cooperation with the AIZ?
- How do you ensure the flow of information?
- How do you ensure administrative processing?
- How do you deal with written evaluations, especially with critical feedback from participants?

3.4.3 Control and coordination of the measures with the relevant implementing partners

(Item 1.4.3 of the evaluation scheme)

- Not applicable -

3.4.4 Monitoring

(Clause 1.4.4 of the evaluation scheme)

The bidding party should describe in its bid how it regularly records and documents the implementation status of the tasks, the services and requirements, the effects achieved and the risks in its area of responsibility in accordance with the specifications in Section 2.2.

3.5. Other requirements (point 1.5 of the evaluation scheme)

- Not applicable -

4. Personnel

The bidding party shall offer personnel for the positions specified in this chapter and described with regard to areas of responsibility and qualifications ("skilled workers" (FK)) on the basis of corresponding CVs. **The requirements for the format and content of CVs are described in Chapter 7.**

The qualifications listed below correspond to the requirements **for achieving the maximum number of points** in the professional assessment.

In this context, "one year of professional experience" is defined as a cumulative total of 12 months as a specialist with at least 20 specialist days per month, unless a different definition is given for individual qualifications. For this purpose, the CVs must state the number of skilled labour days that were carried out on a project. If this information is missing and it is not possible to analyse beyond doubt whether a whole month (with 20 skilled worker days) was actually worked on the reference project, the references concerned are not evaluated.

Specialist 1: Team leader (point 2.1 of the evaluation scheme)

This position is a key specialist. A declaration of availability for this specialist must be attached to the tender.

Tasks of the specialist 1: (team leader)

The team leader will work closely with AIZ staff. All questions regarding the contract, setting specific dates, trainer deployment, participant management, organisational issues, etc. must first be discussed with the AIZ. The general tasks of the team leader include

Main contact person for the contract with the AIZ:

- Overall responsibility for the provision of the tendered services including proper organisational and financial handling of the contract.
- Participation in an initial meeting at the beginning of the contract period to clarify all aspects of the collaboration (expectations, communication channels, etc.).
- Preparation and participation in the "Training of Trainers".
- Participation in virtual training-related appointments (if necessary) and in regular virtual meetings (once per quarter or as required) for further consultation and planning.
- Ensuring organisational, didactic and content-related quality standards.
- Regular and timely reporting (up to twice a year) to the AG
- Responsibility for monitoring the use of funds and financial planning in consultation with the AG.
- Monitoring of invoicing based on the requirements of the AG (e.g. correct allocation of the project number and the performance period).

Responsibility for the trainer pool of the respective lot:

- Overall responsibility for the pool of trainers, including onboarding - ensuring the induction of the pool of trainers - including the preparation and implementation of a 4-day "Training of Trainers" for new trainers (without experience in conducting CW trainings for the GIZ/AIZ) in cooperation with the AIZ and the FMB.
- Compilation of the trainer tandems for each training course (balanced/diverse tandems are expected) and preparation of a six-month overview of the assignments.
- Responsibility for replacing trainers (including onboarding) if they cancel, fall ill or are unavailable due to changes in course times.
- Ensuring the flow of information between the AIZ and the trainer pool (e.g. cancellation of the trainer tandem if there are too few course registrations).
- Coordinating appointments with the AIZ and trainers (training times, arrangements, etc.).
- If additional trainers are appointed during the contract period, the AIZ will approve them on the basis of their application documents (CV).

- Ensuring that the trainers provide their services and evaluating the trainers' feedback after the training sessions.

Qualifications of the specialist 1 Team leader

Training (section 2.1.1 of the assessment scheme):	University degree (Master's degree or German diploma) in political science or economics and social sciences.
Language (point 2.1.2 of the assessment scheme):	Language skills in German (C1) (5 out of 10 points) and English (C1) (5 out of 10 points) of the Common European Framework of Reference for Languages.
General professional experience (2.1.3 of the assessment scheme):	5 years of professional experience in the organisation and management of training (5 out of 10 possible points) and capacity development (5 out of 10 possible points) Measures in an international context.
Specific professional experience (2.1.4 of the assessment scheme):	5 years of professional experience in project management.
Leadership/management experience (2.1.5 of the assessment scheme):	2 years of leadership experience as a team leader in projects or Management experience in companies.
International professional experience outside the country/region of assignment (2.1.6 of the assessment scheme):	Not relevant
Professional experience in the country and/or region of assignment (2.1.7 of the assessment scheme):	not relevant
Experience in the field of development cooperation (2.1.8 of the assessment scheme):	3 years of professional experience in the field of development co-operation.
Other (2.1.9 of the assessment scheme):	Not relevant

Expert 2: Expert pool: Trainers for the CW courses in German, French and Spanish with 11 to 12 experts (point 2.2 of the evaluation scheme)

The pool of qualified trainers put together by the team leader ensures that all learning programmes are carried out to a high standard.

Each course is conducted by a trainer or a tandem of trainers (*see above, section **Error! Reference source not found.***). The pool of trainers has a heterogeneous composition and guarantees the possibility of putting together diverse teams.

The trainers provide the following services:

Preparation:

- Preparation of training materials for participants and - if necessary (e.g. when conducting on request) - adaptation of these to the individual needs of the requested unit within the framework of the minimum standards for CW training. Current in-

The contact person responsible for content at the FMB and the AIZ will communicate any specific requirements for the training documents to the trainers via the team leader.

- Preparation of the training courses (in terms of content, methodology, didactics and, if necessary, technology in the given learning environment) on the basis of the training concept.
- Enrichment of the training programme and the trainer's guide/direction plan for the training courses with analogue/digital methods, own experiences and/or consulting examples.
- Discussing and agreeing on the division of labour with the co-trainer or in the trainer tandem.
- Independent organisation of arrival and departure and the necessary overnight accommodation for face-to-face courses.

Realisation:

- Professional, standardised content and methodological implementation in accordance with the minimum standards and the trainer guidelines, including, among other things Moderation, content-related input, addressing participants' questions, encouraging independent learning.
- In face-to-face training, the trainers prepare the course room independently. The digital training room is currently being set up by the working group in MS teams in close coordination with the trainer tandem.
- Ensuring the methodological, content-related and didactic quality of the course delivery with regard to participant needs and AIZ standards.
- Bringing the technical equipment required for the successful implementation of the face-to-face event, if this cannot be provided.
- Keeping a list of participants, including monitoring attendance (a certificate will only be issued to participants with 80% attendance).
- Reporting absences of participants to the conference management (on site) and to the AIZ.
- Ensuring that an evaluation is carried out in the group (access to online evaluation/form is provided by AIZ).

Follow-up:

- Forwarding the attendance and absences or, in the case of face-to-face training, the attendance list (with signatures of the participants) to the AIZ.
- Creating documentation of the course in the form of a compilation of the results achieved with the group in the form of photo documentation or in a comparable form.
- Forward the photo documentation to the AIZ within 5 working days for the purpose of passing it on to the participants
- Creating a trainer feedback to the team leader (the template is provided by the WG) and uploading it to MS Teams, if necessary debriefing on the implementation with the AIZ.

Other services:

- Participation in the continuous further development of the learning opportunities by the trainers contributing their own suggestions and ideas as well as integrating new content and methods introduced by the WG into the course programme and implementing them in the spirit of the WG.
- Participation in the maintenance of the working material. New documents/worksheets/handouts/exercises used in the training courses are adapted to the layout usually used in the training material.

adapted to the layout usually used in the training material and added to the digital material repository in such a way that it can also be used by other trainers.

- All trainers in the pool agree in principle to take part in a remunerated "Training of Trainers" (expenditure: 4 days, in the first year of the contract term) and a trainers' day (expenditure: approx. 0.7 days once a year, in the virtual forum) at the invitation of the working group.
- The trainers undertake to treat the participants' personal information confidentially.
- At the request of the AIZ in consultation with the team leader, individual pool members can be entrusted with more in-depth further development tasks.

Requirements for pool specialists:

- The trainers must be qualified or have the necessary experience to conduct interactive digital learning programmes and be able to create a trusting and open atmosphere in a virtual learning environment through their moderation.
- The trainers are able to deal adequately with special challenges, such as a not always stable and trouble-free internet connection for the participants at the locations abroad and any tensions that may arise in the group as a result.
- The trainers have the necessary skills in the areas of methodology/didactics of virtual learning, organisation/design of a digital learning space and technical skills. This includes, for example:
 - Selecting the appropriate virtual method and digital tools for the respective learning objectives - in accordance with GIZ's approval of digital tools.
 - Varied and motivating design of the learning offer (alternation of online/offline activities and of plenary and small groups, planning of social/peer learning, self-learning units, warm-ups/energisers as well as sufficient break times and times for reflection and social exchange).
 - Gamified elements (e.g. quizzes...).
 - Visualisation techniques in virtual training.
 - Design of practice-orientated transfer/exercise tasks and, if necessary, self-study units.
 - Creativity in using the IT tools available at GIZ.

Qualifications of expert 2 (pool of experts 1)

Training (section 2.2.1 of the assessment scheme):	All pool members with an academic degree (Master's or Magister/Diplom) from a university or higher education institution or comparable qualification
Language (section 2.2.2 of the assessment scheme):	4 pool members with language proficiency in German (C1) (3 out of 10 points), 7 pool members with language proficiency in French (C1) (4 out of 10 points) and 4 pool members with language proficiency in Spanish (C1) (3 out of 10 points) of the Common European Framework of Reference for Languages.
General professional experience (2.2.3 of the assessment scheme):	All pool members with 5 years of experience in the design and delivery of training courses in the field of adult education on various training topics
Specific professional experience (2.2.4 of the assessment scheme):	All pool members with 7 years of counselling experience in the design

	capacity development processes (4 points), 5 years of consulting experience in systemic organisational consulting at all CD levels (4 points), Experience in the implementation of virtual courses, seminars via MS Teams (2 points)
Leadership/management experience (2.2.5 of the assessment scheme):	Not relevant
International professional experience outside the country/region of assignment (2.2.6 of the assessment scheme): not relevant. assessment scheme):	Not relevant
Professional experience in the country and/or region of assignment (2.2.7 of the assessment scheme):	All pool members with 5 years of experience (implementation and consulting) in the field of Capacity WORKS in partner countries of German development cooperation
Experience in the field of development cooperation (2.2.8 of the evaluation scheme):	All pool members with 7 years of experience in advising on German DC/IC projects.
Other (2.2.9 of the evaluation scheme):	All pool members with systemic qualification/training in systemic counselling

Exclusion criterion

- Expertise and 5 years of consulting experience with Capacity WORKS on the basis of a certificate of training as a CW consultant.
- If the above criterion is not met, the proposed pool member will be excluded.

The bidder must allocate all offered specialists from the above-mentioned pools to the respective required qualifications and present them clearly in a separate table, which will be placed in front of the CVs. Only qualifications that are also listed in the CVs may be mentioned in the summarised presentation. Professional experience must be documented in the CVs with meaningful references. It is advisable to provide an explicit reference to the individual professional experiences.

Soft skills of the team leader and the pool of trainers

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

- Ability to work in a team
- initiative
- Communication skills
- Socio- and intercultural competence
- Partner- and customer-orientated, efficient action
- Interdisciplinary thinking

Soft skills are not analysed.

Personnel presentation

(Item 2.11 of the assessment scheme)

Not applicable

5. Calculatory specifications

Please **do not** deviate in your tender from the quantity structure required in these ToR (number of FK and skilled labour days, budgets specified in the price sheet). This is part of the competition and serves to determine objectively comparable offers. We would like to point out that only those services commissioned by the client and provided by the contractor will be remunerated. We would also like to point out that the total number of FKT services offered may not be called up.

5.1. Staff deployment and fees

The number of specialist days corresponds to full working days. We charge the following FKT per trainer per training course:

Learning programme Cooperation management with CW: 7 FKT

- Preparation: 1 FKT per training course
- Implementation: 5 FKT per training course
- Follow-up: 1 FKT per training course

Learning programme Cooperation management with CW for the consulting workshop: 5 FKT

- Preparation: 1 FKT per training course
- Delivery: 3 FKT per training course
- Follow-up: 1 FKT per training course

Lot 2: German, French, Spanish Estimated quantities

Specialist	FKT in 24 months		Option 1 Extension by 12 months (year 2028)	Option 2 Extension by 12 months (year 2029)	Total
Specialist 1: <i>Team leader</i>	Organisation of trainer pool + consultation with AIZ	56	28	28	117
	Organisation and participation Training of trainers	5 (once during the contract period)	Not applicable	Not applicable	
Specialist 2: <i>Specialist pool 2</i>	Course CW: - 26 sessions x 2 trainers x 7 FKT	364	182	182	728
	Course CW for the consulting industry	40	20	20	80

	- 4 realisation x 2 trainers x 5 FKT				
	Training of Trainers (4 FKTx12)	48 (once during the contract period)	not applicable	not applicable	ToT is honoured per trainer and not according to specialist days
	Further development of the learning programme	25 (once during the contract period) contract period)	not applicable	not applicable	25
In total					950

Maximum quantities

Specialist	FKT in 24 months		Option 1 Extension extension by 12 months (year 2028)	Option 2 Extension extension by 12 months (year 2029)	Total
Specialist 1: <i>Team leader</i>	Organisation of trainer pool + consultation with AIZ	60	30	30	125
	Organisation and participation Training of Trainers	5 (once during the contract period)	not applicable	Not applicable	
Specialist 2: <i>Specialist pool 2</i>	Course CW: - 34 sessions x 2 trainers x 7 FKT	476	238	238	952
	Course CW for the consulting industry - 4 realisation x 2 trainers x 5 FKT	40	20	20	80
	Training of Trainers (4 FKT x 12)	48 (once during the contract period)	not applicable	not applicable	ToT is standardised per trainer and not according to specialist days
	Further development of the learning programme	25 (once in	not applicable	not applicable	25

		contract term)			
in total					1182

AG calculates a total of up to **64 flights** within the **basic term** for Lot 2. If the contract is extended, there will be up to **32 flights** per year. A total of up to 128 flights are therefore calculated for the entire contract term of four years (basic term and two extensions).

5.2. Travelling costs

5.2.1. Sustainability aspects for travel

AG would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travelling. When preparing your offer, please include options for reducing emissions, e.g. choosing the lowest-emission booking class (Eco nomy), using means of transport, airlines and flight routes with better CO₂ efficiency. Rail (2nd class) or e-mobility should be preferred for short journeys.

CO₂ emissions caused by air travel must be offset. For this purpose, the AG specifies a budget according to which the CO₂ compensation can be billed against proof. There are a large number of parties offering emission certificates on the market with different claims to climate effectiveness. The [Alliance for Development and Foundation Climate](#) has published a [list of standards](#). The working group recommends the use of these standards.

5.2.2. Guidelines on travel expenses

Travel expenses budget: EUR 321,000.00 for 24 months (or EUR 642,000.00 for the entire term of the contract)

Budget for CO₂ offsetting of air travel: EUR 9,600.00 for 24 months (or EUR 19,200.00 for the entire term of the contract). An unchangeable budget for CO₂ compensation is provided for billing against proof.

As the number and duration of trips have not yet been determined in detail, the above-mentioned, unchangeable travel expense budget for all domestic and international trips is specified in the price sheet for *all* specialists. The budget includes the following travel expenses:

- Daily and overnight allowances
- Flights and other transport costs
- Ancillary travel costs (visas etc.)

Assignments - Remote

For **remote/home-based** assignments, i.e. for virtual courses, in contrast to assignments carried out in the partner countries for CW courses on request, no travel or travelling expenses are reimbursed.

Assignments for courses on request

If courses are organised on request in partner countries of German development cooperation, travel expenses are reimbursed in addition to the remuneration as follows:

- **Daily allowances** at a flat rate and up to a maximum of the maximum tax rates for the respective country specified in the country table of the BMF circular on travel expense allowances (available at: <https://www.bundesfinanzministerium.de>). The corresponding individual rates for the current year in which the individual contract was concluded shall apply. If the client or, at the client's instigation, a third party assumes the costs of catering for events or conferences during the business trip, the daily allowance shall not apply
- **Overnight allowances**
 - in the amount of up to 75% of the current country table of the BMF as a lump sum.
 - If the overnight allowances exceed this flat-rate amount, this cost item will be reimbursed against proof up to the respective maximum rate of the flat-rate amount specified in the country table.
 - Reimbursement of accommodation costs above the respective lump sum will only be recognised in justified exceptional cases and after prior consultation with the client.
- The reimbursement of flight and other travel costs (e.g. domestic/foreign transport; visa etc.) shall be agreed with the respective individual assignment.
- **Transport costs in the country of assignment** against proof
- **Transport costs at the Contractor's permanent place of residence** (e.g. public transport) against proof
- **Flight costs** (for courses on request) will be reimbursed up to a maximum budget of € 3,500.00/person/assignment against proof. Reimbursement of flight costs exceeding this amount will only be recognised in justified exceptional cases and after prior consultation with the client.

All travelling activities must be agreed with the client in advance. Travel should be organised as cost-effectively as possible. In principle, GIZ will only cover the costs directly associated with the training event, i.e. the costs of travelling to and from the place of residence and the accommodation costs during the event are eligible for reimbursement. For trips abroad, it is assumed that the journey is made on the day before the training event and the return journey on the day after the event. When travelling within Germany, the journey is also generally made on the day before the event. The return journey takes place on the last day of the event.

No air travel is undertaken within Germany or within the country of residence of the specialists. Arrival/departure is usually by train.

Billing information for overnight allowances in Germany:

- Overnight allowances of up to EUR 80.00 will be reimbursed **at a flat rate**.
- Overnight allowances between EUR 80.00 and EUR 130.00 will be reimbursed in the amount of the **amount of the documented costs**.
- Overnight allowances above EUR 130.00 can only be reimbursed in special cases (e.g. trade fairs) up to a maximum of EUR 250.00, provided they were unavoidable, in the amount of the **documented costs**. A written justification is required for each individual case.

All travelling activities must be agreed in advance with the person responsible for the project. Travelling should be carried out as cost-effectively as possible.

Please note: These travel expense items do not cover the contract-related costs in the country of assignment (see point 3.3.2 of the General Terms and Conditions of Contract). If necessary, please calculate these costs in the price sheet under "2.2 Contract-related costs in the country of assignment".

cancellation fee

- The client reserves the right to cancel courses up to 19 days before the start of the event if too few people have registered for the course. In such cases, the Contractor shall not be entitled to a cancellation fee.
- If the Client cancels a course at short notice, the Contractor shall be entitled to a cancellation fee. The prerequisite for payment of the cancellation fee is that the agreed service cannot be provided at short notice, i.e. 19 to one calendar day(s) before the start of the course, and that corresponding replacement services are not possible. In this case, the client shall bear any cancellation costs incurred for train or flight costs as well as a cancellation fee of 50% of the agreed fee up to a maximum of 5 specialist days (preparation and implementation, depending on the duration of the training) or 50% of the specified fixed price.
- If the course is cancelled on the day the course starts, AIZ will reimburse any travel costs 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 days of instruction up to a maximum of 5 training days (depending on the duration of the training).

5.3. Other costs

- Not applicable -

6. Commissioning of the training

The contractor's specialists can be deployed several times during the contract period; the assignment is made by the AIZ depending on demand. The assignment is issued in text form to the team leader as soon as an assignment needs to be carried out. The deployment planning of the specialists from the respective pool is carried out by the contractor or team leader. Monitoring of all deployments of the pool's specialists is carried out by the contractor .

7. Specifications for the format of the offer

The structure of the bid of the bidding parties must correspond to the structure of the ToR. It must be legible (e.g. Arial, font size 11 and larger) and clearly written. The bid for lots 1 & 2 must be written in German.

The technical and methodological concept of the tender (Chapter 3 of the ToR) must not exceed 12 pages (excluding cover sheet, list of abbreviations, table of contents, brief introduction). Additional attachments that are not required will not be analysed.

The curriculum vitae (CV) of the personnel offered in accordance with Chapter 0 of the ToR must be written in EU format (e.g. Euro passport) and limited to a maximum of 4 pages. CVs may also be written in German or English.

The CVs must clearly and unequivocally identify the position, tasks, duration and period of time in which the proposed person worked in the named references. **The references included in the CV must therefore contain the following information:**

- Name of the company/organisation/reference project in which the specialist was employed
- Position and task(s) of the specialist in the company/organisation or reference project
- Work results or products developed by the specialist or the proportion of the specialist's involvement in the development of these results and products (if relevant)
- Duration of the specialist's assignment in the company/organisation/reference project per calendar year in full-time specialist days, weeks or months (e.g. 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: Clear indication of the reference projects or permanent positions in companies/organisations in which the requirements specified in chapter 4 were met (e.g. time period, number of people reporting to the disciplinary authority, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: Clear indication of the reference projects or permanent positions in companies/organisations in which the requirements specified in Chapter 4 were met (e.g. actual duration of assignment on site in full-time specialist days, weeks or months) (if relevant)

In order to facilitate evaluation, please number the references consecutively and only provide references that have a clearly recognisable connection to the subject of this tender.

8. Options

8.1. Option to extend the scope of services/extend the term pursuant to section 132 (2) no. 1 GWB

GIZ may commission an extension of the tendered services by exercising the following option. The maximum quantities stated above already include the two-month extension of the contract. In detail:

Type and scope: two options to extend the contract term by one year each time.

Whilst retaining the overall character of the contract, there is the option of continuing the services specified in Chapter 2 of these specifications with a possible extension of the contract to include services of the same type until the maximum quantity of this framework agreement is reached.

Prerequisite:

The exercise of the option is dependent on the demand of the participants for the above-mentioned learning programmes and on strategic decisions on the part of the client. The decision on continuation is expected to be made in August 2027. If the option is exercised, the contract term will be extended by one year. The option can then be exercised for a further year in August 2028.

The option will be exercised on the basis of the individual rates already offered as part of a contractual extension.

8.2. Extension of the service content Not

applicable

9. Annexes

- Learning principles of the AIZ
- Course description CW
- Course description CW for the consulting industry
- Capacity WORKS manual
- Agenda CW Training
- Working paper What is Capacity WORKS?