

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

**Project title:** Digital solutions for Sustainable Development in Nigeria (Digital Transformation Center Nigeria)

**Processing number:**

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**Transaction number:**

**81297055**

**Subject of the tender procedure:** Consulting Services to improve the Digital and Entrepreneurial skills of Women and Youth in Nigeria.

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**0. List of abbreviations**

BMZ	Federal Ministry of Economic Cooperation and Development
CEFR	Common European Framework of Reference for Languages
DC	Development Cooperation
DIE	Digital Innovation Ecosystem
DTC	Digital Transformation Center
EDC	Enterprise Development Center
EU	European Union
GDPR	General Data Protection Regulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ICT	Information and Communication Technology
IITA	International Institute for Tropical Agriculture
ISN	Innovation Support Network
LNOB	Leave No One Behind
MSME	Micro, Small and Medium-Sized Enterprises
NGReN	Nigeria Research and Education Network
NITDA	National Information Technology Development Agency
NITHub	National Information Technology Hub
SME	Small and Medium Enterprises
SMEDAN	Small and Medium Enterprises Development Agency of Nigeria
ToR	Terms of Reference
ToT	Training of Trainer
UNILAG	University of Lagos
UX	User Experience

## **1. Context**

### **1.1 Brief Description**

According to a recent Survey on micro, small and medium-sized enterprises (MSME) in Nigeria (Pricewaterhouse Cooper 2020), MSMEs contribute to about 49%<sup>1</sup> of the GDP, while representing about 96% of businesses in Nigeria and contributing 75% of national employment. However, most MSMEs are lagging, behind the digital transformation. In addition, many MSMEs do not have access to the innovation ecosystem. There is a high demand for digital skills in the economy that cannot be met, and in particular women in rural areas lack access to further education and digital skills training opportunities. About half of the women older than 15 years cannot read. More than 50 % of the 200+ million people in Nigeria live below the poverty line - particularly in the north and in rural areas.

Women are particularly and increasingly disadvantaged. Nigeria ranked 139<sup>th</sup> (out of 156) in the World Economic Forum's Global Gender Gap Index in 2021, down from 128<sup>th</sup> of 153 in 2020. Low education, including digital and financial literacy, adverse gender stereotypes and dependency on men, such as limited property rights, reduce women's chances of accessing the formal labour market. The technology sector is also affected by the gender imbalance: 80% of formal employees are men.

Sixty percent of the Nigerian population is under the age of 25. Each year 600,000 university students graduate, of which only an estimated 35% manage to secure jobs in less than one year. Over the next decade, Nigeria will need to create at least 5 million new jobs annually to deal with the growing number of young people entering the labour market. Additionally, the inadequacy of job opportunities is at the core of the high poverty level (40% in 2020) and social unrest. As an engine for jobs, established MSMEs need to be enabled to absorb these numbers. Digital solutions enable MSMEs to become more competitive and grow and thereby contributing to job creation. On the other hand, Nigeria's youth need to be equipped to grab these (digital and innovative) job opportunities.

Digital transformation is a major element of a business transformation strategy and it's critical to the success or failure of any transformation effort. Digital transformation does not only have potential to increase productivity and business performance of enterprises, but increasingly determines their competitiveness, thus sustainability of a business. The adoption of digital technologies and solutions presents a vital strategy for businesses to continue their operations and mitigate some of the economic losses from the Covid-19 pandemic as well as to remain competitive in the global world.

Digital transformation involves integrating digital technologies and solutions into every area of a business. This requires organizations to make fundamental shifts in the way, enterprises operate and how they deliver customer experiences and benefits. In Nigeria, many enterprises,

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<sup>1</sup> PwC (2020) "PwC's MSME Survey 2020, Building to Last, Nigeria Report", <https://www.pwc.com/ng/en/assets/pdf/pwc-msme-survey-2020-final.pdf>

specifically MSMEs, have not yet started their transformation to digitalization, for a number of reasons. While some business owners are already aware of the benefits of digitalisation, others question the expected outcomes from investments into digital technologies and solutions or are simply not aware of the potential benefits to their business.

The cost of investments in digital technology is a major challenge for most MSMEs. Generally, small businesses are usually both capital and human resource-constrained and thus have to act with extra caution when it comes to making new investments such as investments into digital technology. Even after a decision is made to invest in a digital solution, business owners are often overwhelmed by the variety of solutions that might best fit their needs (for example, open-source vs. proprietary solutions, cloud-based vs. centralised solution) and the number of different IT providers and integrators with whom to partner for selection, implementation as well as usage-support. Beyond that, solutions might not be contextualised to the needs of MSMEs and the Nigerian business environment. Further, prices for many solutions are not affordable for the MSMEs, especially such with a long-term licence fee. Therefore, a clear understanding on the benefits, challenges and expected return of investment from using digital solutions are critical before MSMEs will invest.

The Nigerian government has recognised the need for action and expanded the mandate of the Ministry of Communications to include the digital economy in 2019. In addition, Nigeria has responded with various policy and action papers - including the [National Digital Economy Policy<sup>2</sup>](#) and the [National ICT Policy of the National Information Technology Development Agency \(NITDA\)<sup>3</sup>](#) as the executive arm of the Ministry of Communications. These policies include targets for digital infrastructure development, improved services to the business community, digital skills development and start-up promotion, however they have been sufficiently implemented.

## **1.2 Project background**

The Multi-Donor Action “Digital Transformation Centre: Improving the Digital Innovation Ecosystem in Nigeria” is co-financed by the European Union and the Federal Ministry of *Economic Cooperation and Development (BMZ)* and implemented by GIZ as part of the *BMZ* project “Digital Solutions for Sustainable Development in Nigeria (Digital Transformation Centre Nigeria)”.

The aim of the project is to improve the capacity of the Nigerian economy to utilise digital innovations for growth and improve the innovation ecosystem.

The areas of support (outputs) of the Action can be summarized as follows:

- (i) Promote improved innovation-friendly conditions for the digital economy,

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<sup>2</sup> <https://ncc.gov.ng/docman-main/industry-statistics/policies-reports/883-national-digital-economy-policy-and-strategy>

<sup>3</sup> <https://nitda.gov.ng/wp-content/uploads/2020/06/National-ICT-Policy1.pdf>

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- (ii) Develop and support innovation support organisations fostering digital transformation,
- (iii) Produce and deploy new and validated innovative solutions for use and
- (iv) Develop digital and entrepreneurial skills among youth and women.

To achieve this, the DTC capitalises on the existing innovation ecosystem, seeking to strengthen it, while also looking at the wider societal impact of digital technologies. The project pursues a broad design-thinking based Capacity Development Approach that meets the identified needs of participants and acknowledges the diverse needs and constraints of participants across Nigeria.

### **1.3 Problem and Potential analysis**

The capacities for the valorisation of digital innovations in the Nigerian economy are insufficient. Thus, Nigeria is missing out on the potential for economic growth, new jobs and the achievement of policy goals for a transformed economy that integrates the ICT sector as an important building block (core problem).

#### **Target Group**

The immediate target groups of the project are start-ups and innovative MSMEs. According to the National Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), there were nearly 42,000,000 MSMEs in 2017, but only 73,000 of these were SMEs - 99.8 % of enterprises are micro-enterprises with fewer than 10 employees. 43.4 % of employees in MSMEs are women (1,255,028 million). Women are also the direct target group of the project. So far, they account for only 20 % of employees in the ICT sector. Other target groups of the project include Academia, Research, Hubs and Networks. In addition, the project focuses in particular on women, female entrepreneurs and youth (see Output 4).

By establishing strategic partnerships and consultation loops across a wide spectrum of public, private and civil society actors, the Module's engagement stretches across four outputs:

- **Output 1** - Cooperation between political actors and actors in national and international innovation ecosystems is improved: By promoting innovation-friendly framework conditions for the digital economy by improving cooperation between policy actors and actors in the innovation ecosystem from the private sector, science and research as well as civil society.
- **Output 2** - Innovation support organisations are developed and supported to offer a range of services to MSMEs to implement digital innovations leading to digital transformation of MSMEs.
- **Output 3** - Validated digital solutions are available to the Nigerian economy: Promoting the production and validation of new and existing innovative digital solutions for use by MSMEs in Nigeria
- **Output 4** - The skills of women and young people to use digital solutions for their economic activities are improved through the harmonization of digital and entrepreneurial skills

## **1.4 Output 4 - Details**

**To this end DTC Nigeria seeks to tender consultancy services to support the implementation of four (4) Work Packages in Output 4: The skills of women and young people to use digital solutions for their economic activities are improved.**

The goal of Output 4 is to expand women and young people's access to the digital sector through strategic skills development aimed at enabling them to effectively use digital solutions for their economic activities by expanding both their digital and entrepreneurial/business skills.

### **Impact Hypothesis**

*The impact hypothesis* is that this will contribute to eliminating an ICT skills shortage as well as the disadvantage of women in the digital economy. The digital gender gap has so far limited the use of digital solutions in the Nigerian economy. The impact hypothesis is based on the assumption that women have access to digital infrastructure (e.g., via hubs). There is also the assumption that the further education of women is supported by government and economic actors.

For the implementation of Output 4, key activities include, but are not limited to the following:

- Conduct a **Needs/Gap Analysis** of the Digital & Entrepreneurial Skills of economically active people, including informal and formal entrepreneurs and young people,
- Conduct a mapping of existing and available digital & entrepreneurial trainings.
- Harmonize digital and entrepreneurial trainings and services for youth and women by advising relevant stakeholders
- Implement capacity development for women and youth in digital and entrepreneurial skills
- Develop a mentoring and coaching network for women with innovation actors and women organizations
- Develop and anchor a national digital platform for women to find information on programmes, services, mentors etc. with an innovation actor
- Implement a nationwide leadership programme and media campaign to showcase women's success stories

For the implementation, the DTC intends to enter into strategic partnerships with various actors in the DIE (Digital Innovation Ecosystem) including the Small and Medium Enterprises Development Agency of Nigeria ([SMEDAN](https://smedan.gov.ng/))<sup>4</sup>, the Innovation Support Network ([ISN](#)), NitHub at

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<sup>4</sup> SMEDAN - <https://smedan.gov.ng/>

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the University of Lagos ([NitHub](https://nithub.unilag.edu.ng/))<sup>5</sup>, the International Institute of Tropical Agriculture ([IITA](https://www.iita.org/))<sup>6</sup>, and Women's Support Organizations and Networks (e.g., She Leads Africa and WIMBIZ).

This output targets economically active people, including informal and formal female entrepreneurs and young people. The cooperation of the actors is monitored, and special attention is paid to a transparent and fair selection of eligible female entrepreneurs, female-led MSMEs and youth.

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<sup>5</sup> NitHub - <https://nithub.unilag.edu.ng/>

<sup>6</sup> <https://www.iita.org/>



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## **2. Tasks to be performed by the contractor**

### **2.1 Objective**

The contractor<sup>7</sup> is responsible to contribute to the achievement of both BMZ & European Union Indicators & Outputs as stated below. It should be noted that the indicators have significant interlinkages and overlaps, but some distinguishing differences.

### **BMZ Indicators & Outputs**

#### **Module Indicator 4**

A national digital platform for women to expand their digital and entrepreneurial skills has been established in the long term together with an actor in the innovation ecosystem.

Contractor's contribution: Preparation through Needs Assessment and Conceptualisation of a national digital platform

**Output 4:** The skills of women and young people to use digital solutions for their economic activities are improved.

**Output Indicator 4.1.:** 500 economically active people, including informal and formal entrepreneurs and young people, have successfully completed training formats to promote their digital and entrepreneurial skills.

Contractor's contribution: 100% contribution (500 economically active people trained)

**Output Indicator 4.2.:** 35 out of 40 mentors supported use examples to prove that they have accompanied women in the use and application of digital solutions.

Contractor's contribution: 100% contribution (35 mentors proved the accompanying of women)

### **European Union Indicators & Outputs**

**Output 4** Digital and entrepreneurial skills are developed among youth and women

<b>Output indicator 4.1:</b>	50 capacity building measures conducted on digital and entrepreneurial skills
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<u>Contractor's contribution:</u>	100%
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<b>Output indicator 4.2:</b>	30 female mentors trained to coach and support women.
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<u>Contractor's contribution:</u>	100%
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<sup>7</sup> Candidates/contractors and contractors that deliver services above the EU threshold are consulting companies.

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## **2.2 Country-specific information**

Registration with the Nigerian “corporate affairs commission” is relevant for the remittance of local taxes and pension fund contribution of national personnel.

The contractor is solely responsible for Visa and work permit of the experts employed by him for the delivery of the services under this contract.

Security training for experts coming to Nigeria is obligatory, this will be provided by the project.

However, in the case of travels in the country, security escort for transport will be provided by project to the experts subject to the advice of the GIZ Risk Management Office in Nigeria.

## **2.3 Scope of Work**

Initial activities to be conducted include mapping, needs assessment activities using analytical approaches such as, the *Gender at Work Framework or Gender Analysis (See Annex I)*, to confirm the learning needs and gaps of the target group and the delivery modes for successful knowledge transfer to the target group and support with application. It will also consider ascertain the digital knowledge of participants through a Digital Maturity Assessment and consider different prior digital knowledge of women and youth in the development of approaches and training material.

The contractor will design and execute Monitoring & Evaluation measures both in-person and online participation of key stakeholders to monitor milestones and indicator progress biannually in June and November. The Monitoring & Evaluation measures will take into account all project indicators. Conflict and gender-sensitive impact monitoring is anchored in the module. The Monitoring & Evaluation measures will contribute to and be integrated with the larger project's Monitoring & Evaluation Report.

The comprehensive report will cover but is not limited to: Activity Reports, Progress reports (including a clear reference to achieving Module Objectives, Specific Objectives and Output 4 Milestones, details on achieved milestones and a 6-month forecast of activities using timelines Monitoring & Evaluation reports are to be produced bi-annually in June and November.

The contractor will use a participatory approach in executing his mandate and be required to engage and collaborate with identified ecosystem stakeholders such as NITDA, SMEDAN, IITA, UNILAG, NitHUB, ISN, Enterprise Development Center ([EDC](http://www.edc.edu.ng))<sup>8</sup> and any others identified by the contractor.

## **Digital & Entrepreneurial Trainings**

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<sup>8</sup> [www.edc.edu.ng](http://www.edc.edu.ng)

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The contractor will design and execute a Gap Analysis of the digital and entrepreneurial skills needs of the target group: selected youth and women for entrepreneurship and digital skills in selected states.

The contractor will then map existing key digital and entrepreneurial training frameworks of public and private training providers, innovation support organisations digital & entrepreneurial trainings to identify those which can be implemented to meet the needs identified in the Gap Analysis.

The contractor will identify existing validated digital solutions adapted to the target groups needs in collaboration with stakeholders. The validated training formats may include e-learning, in-person group training, web-based training and assessments.

The training formats centered on Digital and Entrepreneurship trainings for women and youth will be held in select states in Nigeria.

Mentorship and coaching will be made available to short-listed beneficiaries who achieve a pre-determined criteria or any other innovative approach that the contractor may propose. Other promising innovative approaches may also be proposed in the technical offer.

### **Harmonization of existing digital trainings**

The contractor is expected to develop a convincing plan showing how relevant stakeholders in can participate in the development of a harmonised national framework, standardised training content, and a certification scheme of digital and entrepreneurial trainings.

The contractor will also implement the validated framework, trainings and certification scheme with selected innovation support organisations, public and private training providers, etc.,

The contractor will implement the digital and entrepreneurial trainings, mentoring and coaching with the aim of equipping women and youth with the relevant skills.

### **Mentorship Training**

The contractor will develop a mentoring and coaching network for women by identifying and training successful women entrepreneurs, leaders, politicians, changemakers, by equipping them with tools and methods for mentoring and coaching women. The contractor will matchmake mentors with pre-selected women mentees and train and support them to provide mentoring services to the women mentees. This shall be anchored with an existing mentorship network. The project will carry out a survey of existing women support organisations offering mentorship networks to facilitate the selection of a potential partner for this activity.

Mentors are experienced business owners within the same sectors as participants and are matched on this basis. They influence, promote entrepreneurship, role-model and offer networking opportunities for their mentees.

A pilot mentorship and coaching training of no more than 10-12 participants from a selected state will be implemented to identify opportunities for improvements and incorporate lessons learned before scaling up. Thereafter, for the duration of the contract period, the mentorship and coaching training should be rolled out in 5 cycles to allow for continuous adaptation and

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incorporation of improvements. Participants from the green economy and other sectors to be identified must have successfully completed the trainings.

The contractor will use a transparent process too select Trainers, Coaches and Mentors that will be trained to effectively support the participants learning and application. The contractor will also design and execute a sustainable funnel of Trainers, Coaches and Mentors with agreed upon incentives to ensure continuity in the long term.

Based on experiences and own expertise, the contractor is expected to line out in detail their idea of suitable and realistic training and mentorship approaches as proposed above or suggest own innovative ideas and solutions.

Successful completion of both the mentorship program and digital & entrepreneurship trainings is documented in a central registry and by qualified certificates. The contractor will conceptualise and implement a sustainable format for this.

The contractor will take into cognisance Outputs 1, 2 and 3 and their indicators and make recommendations for necessary adaptations and facilitating participation of the beneficiaries in relevant activities. The project will make available expertise from the Technical Advisors assigned to Outputs 1, 2 and 3 to support on entrepreneurial and Digital Innovation Hubs.

For each selected solution / approach, prior to implementation, the contractor shall develop a concept which outlines how the solution works, the needs it addresses, an overview of its content, who it targets (working with a design-thinking approach and personas is highly recommended in this context), how it reaches its target group, how sustainability is guaranteed, how it utilizes already existing solutions / approaches, how it makes use of open innovation and the way it addresses privacy and security issues. In the development of the technical proposal, it is required that the contractor highlights the approach and the combination methods envisioned to respond to the aforementioned questions.

Moreover, when developing the digital training and coaching approaches, it will be important to take into account other digital divides such as the high mobile phone reliance of the population (mobile-first approach) and the costs of data volume (careful with data-hungry solutions). The contractor will also be responsible for conceptualizing a national digital networking platform for women with long-term sustainability as a key requirement.

## **2.4 Work packages A-D**

The following four (4) work packages are foreseen:

<b>WORK PACKAGE A: Harmonisation of digital and entrepreneurial trainings and services for youth and women and training</b>
<b>A0:</b> Review and update Operational plan
<b>A1:</b> Design and execute a Gap Analysis/Needs Assessment of women, youth, (women-led) MSMEs and other relevant stakeholders to determine the relevant digital & entrepreneurship skills they need to improve their economic situation

<b>A2:</b> Map key digital and entrepreneurial training curriculum, frameworks, methodologies and services of public and private training providers and innovation support organisations in Nigeria
<b>A3:</b> Identify stakeholder success metrics and develop a harmonised national framework and certification scheme of digital & entrepreneurial trainings, with relevant key stakeholders
<b>A4:</b> Institutionalisation of harmonised national framework and certification scheme to facilitate access countrywide in the long term
<b>A5:</b> Design effective M&E measures to determine the impact of the harmonised national framework and certification scheme of digital and entrepreneurial training in equipping women and youth with relevant digital & entrepreneurial skills that improved their economic condition
<b>A6:</b> Implement the framework in collaboration with selected innovation support organisation(s)
<b>A7:</b> Execute the M&E measures to determine the impact of the harmonised national framework and certification scheme of digital and entrepreneurial training
<b>WORK PACKAGE B: Train women and young people to increase digital and entrepreneurial skills</b>
<b>B0:</b> Shortlist suitable existing training formats
<b>B1:</b> Validate the selected harmonised curriculum & training formats with target group and key stakeholders
<b>B2:</b> Design and validate M&E measures
<b>B3:</b> Pilot validated training in a selected state.
<b>B4:</b> Train Trainers (ToT), Coaches and Mentors in each state
<b>B5:</b> Roll out trainings in selected states.
<b>B6:</b> Deploy M&E measures
<b>B7:</b> Propose a mechanism to provide Training Subsidy Vouchers to participants in the long term
<b>B8:</b> Design and execute a survey of all participants who complete the trainings with the aim of identifying candidates for mentorship and obtaining feedback
<b>WORK PACKAGE C: Develop a mentoring and coaching network for women</b>
<b>C0:</b> Map & identify the Mentorship & Coaching needs of women
<b>C1:</b> Develop, validate and implement a mentoring and coaching program for female entrepreneurs.
<b>C2:</b> Conceptualise and set up a mentoring and coaching network

<b>C3:</b> Identify & engage successful women entrepreneurs, leaders, politicians, changemakers, etc to become mentors through women support organizations & relevant ecosystem actors.
<b>C4:</b> Shortlist Mentees based on pre-defined criteria and conduct baseline assessment
<b>C5:</b> Train and coach Mentors to support mentees
<b>C6:</b> Matchmake Mentors & Mentees
<b>C7:</b> Measure the improvement to the Mentees business' as a result of the Mentees intervention
<b>C8:</b> Develop a media campaign to showcase 5 success stories per state
<b>WORK PACKAGE D: Conceptualization of a National Digital Networking platform</b>
<b>D0:</b> Conduct a Needs Assessment and Conceptualisation of a national digital platform for women to expand their digital skills. Key stakeholders will also be identified

Under the guidance of the Team Lead a Technical Advisor will be provided by the project to work on Work Package C

## **2.5 Milestones of Work packages A-D**

### **2.5.1 Work package A: Harmonisation of digital and entrepreneurial trainings and services for youth and women**

#### **A0: Review and Update Operational plan**

- Review and suggest enhancements based on the log-frame, proposed innovative approaches, key activities, and on the results of mapping activities before execution. This will serve to validate established delivery timelines specified below.

**A1: Design and execute a Gap Analysis/Needs Assessment of women, youth, MSMEs and other relevant stakeholders** to determine the relevant digital & entrepreneurship skills they need to improve their economic situation

- Gap Analysis/Needs Assessment of a representative sample of economically active women and youth to identify the relevant digital & entrepreneurship skills they need to improve their economic situation) in collaboration with start-ups, MSMEs, NITDA, representatives from science and research institutions and other stakeholders recommended by the contractor based on regionally accurate User Personas to meet identified digital and entrepreneurial skills needs. Included will be a Digital Maturity Assessment to ascertain the digital and numeracy skills required for participants to successfully complete the training format.
- Baseline Assessments upon Pre-training and Post-training including but not limited to Digital Maturity Assessments, Literacy Assessment and where applicable, Business Profile (Annual Turnover, Annual Revenue, Staff strength, Digital tools currently in use, Business registration details, Online or Physical presence, Business account use etc).
- The contractor will design indicators and monitoring and evaluation framework to measure the impact the trainings.

#### **A2: Map key digital and entrepreneurial training frameworks**

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- Identify and assess key digital and entrepreneurial trainings offered by public and private training providers, innovation support organisations in Nigeria

**A3: Support relevant stakeholders in developing a harmonised national framework and certification scheme** of digital & entrepreneurial trainings, and establish stakeholder success metrics through surveys, workshops etc.

**A4: Institutionalise validated harmonised national framework and certification scheme** to facilitate access countrywide in the long term

**A5: Design effective Monitoring & Evaluation measures** to determine the impact of the harmonised national framework and certification scheme of digital and entrepreneurial training in equipping women and youth with relevant digital & entrepreneurial skills that improved their economic condition.

- Design and execute M&E measures in line with the Project M&E indicators that will allow for the monitoring of milestones and meet all indicators the contractor is charge of.
- Progress reports will be provided bi-annually in June and December each year or at agreed upon reporting times.

**A6: Implement the framework in collaboration with selected innovation support organisation(s)**

**A7: Execute the M & E measures to determine the impact of the harmonised national framework and certification scheme of digital and entrepreneurial training**

<b>Milestones for Work package A:</b>	<b>Delivery date/period</b>
<b>A0:</b> Kick-off meeting with DTC Team & Review of Operational Plan	1 week after start of the contract
<b>A1:</b> Design and execute a Gap Analysis/Needs Assessment of women, youth, MSMEs and other relevant stakeholders	10 weeks after start of the contract
<b>A2:</b> Map key digital and entrepreneurial training frameworks of public and private training providers, innovation support organisations in Nigeria	14 weeks after start of the contract
<b>A3:</b> Support relevant stakeholders in developing: A3.1: A harmonised national framework and A3.2: Certification scheme of digital & entrepreneurial trainings, and A3.3 Identify stakeholder success metrics	20 weeks after start of the contract
<b>A4:</b> Design effective M & E measures	26 weeks after start of the contract
<b>A5:</b> Implement the framework in collaboration with selected innovation support organisation(s)	30 weeks after start of the contract

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<b>A6:</b> Execute the M & E measures to determine the impact of the harmonised national framework and certification scheme of digital and entrepreneurial training	30 weeks after start and continues until the end of the contract
Monitoring & Evaluation Report	From start date till end of contract term
<b>Final Report</b>	<b>End of the contract</b>

*Time of reporting: Bi-annually in June and December and at the end of the project.*

## **2.5.2 Work package B: Train women and young people to increase digital and entrepreneurial skills**

### **B0: Shortlist suitable existing training formats**

Identify existing training formats to equip informal & formal entrepreneurs, women and youth with relevant digital & entrepreneurship skills women and youth need to improve their economic situation

Based on the results of Gap Analysis/Needs Assessment [of women, youth, MSMES and other relevant stakeholders to determine the relevant digital & entrepreneurship skills women and youth need to improve their economic situation (A1)] and Mapping of key digital and entrepreneurial training frameworks of public and private training providers, innovation support organisations (A2), select existing training formats to equip informal & formal entrepreneurs women and youth with relevant digital & entrepreneurship skills they need to improve their economic situation.

**B1:** Review, adapt and validate the selected training formats in line with the Gap Analysis/Needs Assessment result with target group and key stakeholders.

Curricula may include but not be limited to:

Digital Skills: Online Safety, Digital Marketing: Google, Facebook, Instagram, Business Management Tools and Software: Inventory Management, Use of Accounting & Invoice Solutions, Graphic design.

Entrepreneurial Skills: Business Plan Design, Business structure Vendor management, Investment-readiness, Finance: Accounting (Profit & Loss, Cashflow & Balance Sheet), Pricing, Tax & other regulatory Compliance, Legal Compliance, Presentation skills (Business pitching, Business etiquette), Personnel Management, Business Model canvas, Managing your sales funnel, Future growth planning, Supply chain management, Customer relationship management, other value chain related entrepreneurial skills

### **B2: Design and validate M&E measures**

- Experienced local trainers are to be used with import given to gender-balance and cultural sensitivity in each location of the training.
- In-person classes will have no more than 25 participants. The planning and execution will take into account the gender-sensitive needs of participants for example, adjusted training



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times and availability of a functional room for mothers to keep their young children under the supervision of at least 1 qualified child-minder in accordance with GIZ rules.

- Develop and implement the Marketing and Communications Plans for the training formats across Nigeria

**B3: Pilot validated training in a selected state.:**

**B4.1:** Pilot the training formats with participation of at least 50 participants of which at least 25 are women and 25 youth and incorporate feedback and lessons-learned to improve training formats

**B4: Training of Trainers (ToT)**

- Train qualified trainers to implement the training format.
- The contractor will be responsible for sourcing qualified local trainers
- The contractor will design and execute the training of qualified and experienced trainers who share the same locality as the participants and understand their cultural and environmental context.
- The contractor will also design a funnel model to sustain the availability of trainers, coaches and mentors from successful participants. The contractor will also design incentives for mentors and coaches.

On completion of the group sessions to a pre-determined stage, the contractor will match the participants to mentors based on their business sector and gender congruence. The aim to combine the acquisition of new skills with support in the application

**B5: Roll out trainings state by state: In collaboration with the trained trainers, train at least 1500 women and youth.** (This combines the acquisition of new skills and support in the application of said skills) in 4-5 states in Nigeria.

**B6: Deploy M&E measures**

**B7: Propose a mechanism for the long-term financing of trainings:** Design a sustainable long-term funding/revenue generating mechanism with identified partner organization(s) with the capacity for long term implementation to enable women and youth to access training.

**B8:** Design and execute a survey of all participants who complete the trainings with the aim of identifying candidates for mentorship and obtaining feedback

<b>Milestones for work package B</b>	<b>Delivery date/period</b>
<b>B0:</b> Shortlist suitable existing training formats	22 weeks after start of the contract
<b>B1:</b> Validate the selected harmonised curriculum & training formats with target group and key stakeholders	28 weeks after start of the contract
<b>B2:</b> Design and validate M&E measures	33 weeks after start of the contract

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<b>B3:</b> Pilot validated training in a selected state	36 weeks after start of the contract
<b>B4:</b> Train Trainers (ToT), Coaches and Mentors in each state	37 weeks after start of the contract
<b>B5:</b> Roll out trainings in selected states.	40 weeks after start of the contract
<b>B6:</b> Deploy M&E measures	40 weeks after start of the contract
<b>B7:</b> Propose a mechanism to provide Training Subsidy Vouchers to participants in the long term	36 weeks after start of the contract
<b>B8:</b> Design and execute a survey of all participants who complete the trainings with the aim of identifying candidates for mentorship and obtaining feedback	45 weeks after start of the contract
<b>Final Report</b>	<b>End of contract term</b>

### **2.5.3 Work Package C: Develop a mentoring and coaching network for women:**

Support experienced mentor entrepreneurs to facilitate and guide mentees on the application of learned skills and identification of new opportunities

**C0:** Map & identify the Mentorship & Coaching needs of women

**C1:** Develop, validate and implement a mentoring and coaching program for female entrepreneurs. This shall be anchored with an existing mentorship network.

**C2:** Conceptualize & validate the implementation of the mentoring and coaching network based on identified tools and methods for mentoring and coaching women.

**C3:** Identify & engage successful women entrepreneurs, leaders, politicians, changemakers, etc to become mentors through women support organizations & relevant ecosystem actors.

**C4:** Launch a nationwide call for Mentees, shortlist Mentees based on pre-defined criteria and conduct baseline assessment. Trained women from Work Package B would qualify here.

**C5:** Train Mentors and coach to support mentees

**C6:** Matchmake Mentors, Coaches & Mentees

**C7:** Measure the improvement to the Mentees business' as a result of the Mentors' intervention

**C8:** Develop a media campaign to showcase 5 success stories per state. Showcase participants' success stories by developing a media campaign to showcase 5 success stories per state in all intervention states, who have fully participated and completed the mentorship training with proof using the competences learned to expand their economic output by for example taking on higher-value activities with an IT connection, increase in turnover, diversification of products/services, scaled up their business) across Nigeria.

The contractor can suggest improvements to this.

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<b>Milestones for work package C</b>	<b>Delivery date/period</b>
<b>C0:</b> Map & identify the Mentorship & Coaching needs of women	25 weeks after start of the contract
<b>C1:</b> Develop, validate and implement a mentoring and coaching program for female entrepreneurs. This should be anchored with an existing mentorship network if possible	27 weeks after the start of the contract
<b>C2:</b> Conceptualize & validate the implementation of the mentoring and coaching network	32 weeks after start of the contract
<b>C3:</b> Identify & engage successful women entrepreneurs, leaders, politicians, changemakers, etc to become mentors	36 weeks after start of the contract
<b>C4:</b> Launch a nationwide call for Mentees, shortlist Mentees based on pre-defined criteria and conduct baseline assessment	48 weeks after start of the contract
<b>C5:</b> Train and coach Mentors to support mentees	49 weeks after start of the contract
<b>C6:</b> Matchmake Mentors & Mentees	52 weeks after start of the contract
<b>C7:</b> Measure the improvement to the Mentees business' as a result of the Mentors' intervention	60 weeks after start of the contract
<b>C8:</b> Develop a media campaign to showcase 5 success stories per state	60 weeks after start of the contract
<b>Final Report</b>	<b>End of contact term</b>

*Time of reporting: Bi-annually in June and December and at the end of the project.*

#### **2.5.4 Work package D: Preparation of a national digital Peer-to-Peer exchange platform**

**D1:** Conduct a Needs Assessment/Feasibility Report and Conceptualisation of a national Digital Women's networking 'platform, and identify Key stakeholders e.g., NITDA, ISN, SMEDAN, NgREN, to establish a (digital) peer to peer exchange platform enabling access to digital transformation services and opportunities targeted at women.

The Report should contain concrete recommendations for the establishment and maintenance as well as technical specifications of/for the platform as well as a list of potential Nigerian/West African (non-profit as well as for-profit) solutions providers.

<b>Milestones for work package D:</b>	<b>Delivery date/period</b>
<b>D1:</b> Conduct a Needs Assessment and Conceptualisation of a Peer exchange platform in collaboration with identified Key stakeholders	20 weeks after the start of the contract
<b>Report</b>	<b>24 weeks after the start of the contract</b>

*Time of reporting: Annually in June and December and at the end of the project.*

#### **General Notes:**

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- The contracted company shall give regular updates concerning the assignment and share deliverables documents with the specified DTC Nigeria responsible person(s).
- Concerning all deliverables listed above which must be in written form
- For all assignment tasks, DTC Nigeria team shall provide any relevant useful reports or studies where applicable to be used as references.
- It is important throughout assignment implementation that the contracted company considers the synergies and links within DTC Nigeria Outputs 1, 2 & 3 and GIZ other projects to avoid any overlaps or conflicts. Collaboration in areas of synergy with Output 2 and 3 is strongly encouraged.
- Face-to-face meetings will be adapted to both the COVID-19 situation updates in Nigeria and the GIZ rules and regulations to ensure a safe workflow for all the involved parties during the implementation of the assignment. If needed at any point in the assignment, the workshops and meetings may take place on an online platform. Hence, the contracted company shall prepare a contingency plan that accommodates to this scenario. The plan shall include details on the company's readiness and capacity (e.g., previous experience) for conducting online trainings and the recommend tools/ platforms to do so. All activities related to photo and video shooting on sites or events are subject to cancellation or delay in response to COVID-19 crisis updates. The contracted company shall confirm with PSI responsible person (s) before making any reservations.
- Visual materials developed should adhere to GIZ rules & regulations with regards to the layout and corporate design guidelines unless otherwise agreed with the responsible person(s).
- DTC Nigeria holds the intellectual property rights of all developed promotion materials within the assignment at hand e.g., photos, videos, and PR materials.
- The final report and other deliverable documents shall be submitted to the PSI responsible person(s) in editable soft versions.
- The contracted company shall treat all materials within this assignment confidentially e.g., data delivered by DTC Nigeria data of companies applying for the call and questions from the applicants etc.
- The performance of the contract may be associated with the processing of personal data by the contractor, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent data controller and must alone comply with all applicable data protection obligations, including regional and local laws. The contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. The GIZ is not in any way responsible for such processing.

## **2.6 Safeguards and gender considerations with specific reference to services:**

The contractor is required to take the following key measures to avoid or reduce possible unintended negative results and to support gender equality in its area of responsibility:

- Conflict and context sensitivity and human rights: One-sided support of specific ethnic group could increase tensions between person of different ethnic group. The project will work in several states across Nigeria where population is may be dominated by a specific ethnic group. The contractor shall pay attention to carefully select beneficiaries to not one-sidedly support a specific ethnic group and generally consider the do-no-harm principles.

The contractor should also be aware of the risk of providing unintended support to businesses that do not respect fundamental labour rights and employ children. It would mean that basic labour rights of employees would not be respected. While it is not very likely that companies in the digital sector resort to child labour or other forms of severe labour rights violations, transparent and strict selection criteria of potential beneficiaries by the contractor will be important. This also means close monitoring of beneficiaries and target groups of SMEs and start-ups, including through eligibility checks to be able to early identify labour rights violations early on and take mitigating action.

- Gender equality and LNOB:

A detailed gender-sensitive target group analysis based on LNOB principles will enable the project to identify constraints of specific groups to participate in and benefit from the project's activities and to design services accordingly.

The project works with partners at meso level (intermediaries), and the target group at the micro level where exclusion from the digital economy may be the most visible. To avoid the exclusion of marginalized persons such as women and reinforce existing inequalities and patterns of exclusion, the contractor shall make sure all technical project members should also be able to implement a gender and human rights-based approach to development cooperation and be trained in the application of Do-No-Harm and LNOB principles by:

- Developing tailor-made services for women under all Work packages.
- The contractor shall ensure that at women and that female-led organizations are also specifically targeted by the awareness raising campaign.
- Actively promote women's participation in decision making processes and ensure that women have equal access to meeting (choice of place and time, provision of childcare if necessary, if needed remote technical support with regard to new communication)
- Conduct gender-sensitive needs assessment and consideration of different prior digital knowledge of women in the development of approaches and training material
- Ensure that training and other material does not reinforce gender stereotypes (language, choice of pictures and examples); systematically include gender perspective in newly developed approaches of digital transformation
- Support and strengthen organizations that aim to increase women's digital skills and/or protect women and girls' rights of privacy in the digital world

The reinforcement of traditional gender stereotypes can also reinforce the exclusion of women in the area of ICT and increase the digital gender gap with the result that career choices for women remain limited and earning and income gaps are likely to further increase. It is possible that partner organizations reproduce stereotypes so that overall fewer women than men work in the ICT sector. The contractor shall ensure that its measures target female entrepreneurs to encourage women to become engaged in ICT.

## **2.7. Data protection obligations regarding the processing of personal data**

The performance of the contract may be associated with the processing of personal data by the contractor, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent data controller and must alone comply with all applicable data protection obligations, including regional and local laws. The contractor must process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. The GIZ is not in any way responsible for such processing.

## **2.8. Data protection requirements for digital systems**

When conceptualizing, developing or upgrading data processing systems on behalf of the GIZ, the contractor must comply with the provisions of the GDPR and some local laws (which must be verified, especially in non-EU countries) regulating such systems, as they (the systems) are meant for the processing of personal data. In this regard, the contractor shall develop the system in accordance with the requirements of data protection by design and by default stated in Annex 1. "The development of a data processing system under the GDPR". The contractor is therefore required to inform the GIZ if any applicable national requirement is incompatible with the provisions of this annex.

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### **3. Technical-methodological concept**

In the conceptual design of the tender (technical-methodological approach, project management, if necessary other requirements), the tenderer is required to take specific objectives and requirements into consideration and describe them, as explained below.

In the tender, the tenderer is required to show *how* the specified targets and results are to be achieved with the work packages in the tender (see section 2). For this purpose, the tenderer should consider the following five factors: strategy, cooperation, steering structure, processes and learning and innovation (sections 3.1 to 3.5). In addition, the tenderer must describe the design of the project management system in the narrower sense (section 3.6). The tenderer should avoid repeating information from existing documents. The restrictions on the number of pages given in section 6 of these ToRs must be followed.

#### **3.1. Strategy (section 1.1 of the assessment grid)**

The strategy is the core element of the technical-methodological concept.

The tenderer is required to interpret the targets that it is responsible for and provide a critical appraisal of the task (section 1.1.1 of the assessment grid). Subsequently, the tenderer must describe and justify the strategy it intends to use to achieve the milestones, targets and results that it is responsible for (see section 2) by means of the Work packages described in section 2 (section 1.1.2 of the assessment grid). The tenderer should avoid repeating information from the description of the implementation approach (see section 3.6).

The tenderer will explain in **2 pages** how the service delivery of Output 4 will integrate Outputs 2 and 3.

#### **3.2. Cooperation (section 1.2 of the assessment grid)**

The tenderer must describe the relevant actors (partners and others) for the service put out to tender and their interactions (section 1.2.1 of the assessment grid). The tenderer is required to develop a concept that shows how the cooperation with these actors is to be established and put into practice (section 1.2.2 of the assessment grid). The project's cooperation arrangements referred to in section 1 must be taken into consideration.

#### **3.3. Steering structure (section 1.3 of the assessment grid)**

The tenderer is required to describe and explain its approach and its method for steering the measures with the partners involved in delivering the services set out in the tender (section 1.3.1 of the assessment grid).

The contractor plays an active role in the results-based monitoring of the project. The tenderer is therefore required to describe how it will monitor the results in its area of responsibility (section 2) in a way that corresponds with the client's expectations and specifications. It must also describe the related challenges (section 1.3.2 of the assessment grid).

The contractor is required to present and explain its approach to steering the measures in cooperation with the project partners.

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The tenderer is required to describe its results-based monitoring system and the related challenges, which must correspond with the client's expectations and specifications.

### **3.4. Processes (section 1.4 of the assessment grid)**

The tenderer is required to present the processes in the sector that are relevant to the services in the tender, if appropriate on the basis of existing documents (see annexes) (section 1.4.1 of the assessment grid). Here, the tenderer must undertake a critical appraisal of the contribution made by the services in the tender to the processes in the sector and identify particularly promising starting points for generating possible leverage (section 1.4.2. of the assessment grid).

### **3.5. Learning and innovation (section 1.5 of the assessment grid)**

The tenderer must describe its contribution to knowledge management in the project and at GIZ (section 1.5.1 of the assessment grid). The following tasks are to be taken into consideration:

- Contributions to conferences and documents (e.g. capitalisation of approaches, participation at conferences, meetings etc).
- The contractor's experts are actively involved in GIZ's sector networks.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

In addition, the tenderer is required to present and explain measures that promote horizontal or vertical scaling-up (section 1.5.2 of the assessment grid).

### **3.6. The contractor's project management activities (section 1.6 of the assessment grid)**

In its tender, the tenderer is required to describe its approach and procedure for coordination with and within the project (section 1.6.1 of the assessment grid).

The tenderer is required to draw up and explain an operational plan, which also includes a plan for the assignment of all the experts included in its tender, for implementing the strategy described in section 3.1.

The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts and describe the necessary work stages. It must also take into consideration and, if necessary, add to the milestones in section 2 (section 1.6.2 of the assessment grid).

The tenderer is required to draw up a **Personnel Assignment Plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule. Next to it, the approach to coordinate with the GIZ project shall be described.

The tenderer is required to describe a backstopping concept. One Brief CV(s) with relevant details must be provided for the position of back-stopper. (Section 1.6.3 of the assessment grid).



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The following services are part of the standard backstopping package and must be factored into the fees for the staff listed in the tender as ancillary staff costs in accordance with GIZ's General Terms and Conditions:

- The contractor is responsible for its seconded staff
- Ensuring the flow of information between GIZ and the contractor's seconded staff
- Process-based technical-conceptual management of the consultancy inputs
- Managing adaptations to changing conditions
- Monitoring performance
- Ensuring the provision of project administration services
- Ensuring compliance with reporting requirements
- Specialist support for the on-site team from the contractor's staff
- Sharing and making local use of the lessons learned by the contractor

If it is necessary for the backstopper to travel, the tenderer must calculate the associated costs in the financial bid.

**Project management specifications:**

- The contractor is responsible for selecting, preparing, training, and steering the experts assigned to perform the consultancy tasks.
- The contractor provides equipment and supplies/non-durable items and assumes the associated operating and administrative costs.
- The contractor will manage expenditures and costs, accounting processes and invoicing in accordance with GIZ's requirements.
- The contractor will report regularly to the client in accordance with the General Terms and Conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports specified in the GIZ General Terms and Conditions, the contractor submits the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Half-yearly reports on the implementation status of the project (4-6 pages) showing a summary of activities in the preceding six months including but not limited to: attendance and completion rate on any workshops held, M + E indicators in line with the project and lessons learned.

**3.7. Sustainability requirements (section 1.7 of the assessment grid)**

Objectives for the tenderer

The tenderer is required to demonstrate how it will ensure that the project activities are sustainable and how it will implement them in a way that avoids or reduces unintended negative results and promotes gender equality.

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In its tender, the tenderer is required to outline from its perspective the key possible unintended negative results in its area of responsibility and, where relevant, in the following areas: the environment, climate change (mitigation) and adaptation to climate change, conflict and context sensitivity, human rights and gender equality. It must also discuss in greater detail the mitigation effects that will result from the key mitigation measures described in section 2. In the area of gender equality, the tenderer is also required to consider these aspects with regard to potential areas for support and corresponding support measures from section 2.

Requirement: Conflict and Human Rights - 5 points out of a possible total of 10 points.

Requirement: Gender Equality and LNOB - 5 points out of a possible total of 10 points.

**3.8. Further requirements (section 1.8 of the assessment grid)**

- Not applicable –

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#### **4. Human resources**

##### **4.1. Specified human resources concept**

The contractor and his team will be integrated into the project and are expected to maintain a regular physical presence. The Team Leader will report directly to the GIZ Project Manager. A Technical Advisor, who has been recruited by the project will be integrated with the contracted team and will assist the Team Leader with Work Package B (details discussed below).

The contractor and her/his team will also work closely with the other members of the DTC Nigeria team (assigned to Output 1, 2 & 3), who will in turn, benefit from the expertise provided by the contractor.

The tenderer is required to provide staff for the positions ('experts') referred to and described here in terms of the scope of tasks and qualifications on the basis of corresponding CVs (see section 6).

**The qualifications listed below are the requirements for achieving the maximum number of points in the specialist assessment.**

##### **Expert 1: Team Leader (Key Expert 1)**

##### **(Section 2.1 of the assessment grid)**

The Expert will be providing team leadership and responsible for the overall implementation of the activities and achievement of results specified in this tender. He/She will also be directly responsible for the implementation of Work Package A.

**The Team Leader will report directly to the GIZ officer responsible for the commission.**

A statement of availability for this expert must be attached to the tender as an annex. This expert is considered a key expert acc. to the provisions in section 2.1. GTC.

##### **Tasks of the Team leader (Key Expert 1)**

- Steering of the overall process in coordination with GIZ (quality and deadlines);
- Ensuring smooth running of the overall operation, content quality assurance, and ensuring the implementation of the assignment outline;
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level;
- Responsible for the design and implementation of activities and finalizing the required deliverables for all Work Packages e.g., develop training and capacity building material, develop assessment tool, coordinate the experts' work plans for assessment and coaching sessions, oversee all activities in Work Packages A, B & C Design, implementation, monitoring and evaluation of capacity development measures for local partners, Training of Trainers and mentors;
- Taking cross-cutting themes into consideration (for example, gender equality);

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- Staff management (including of the pool of experts), identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting local and international experts;
- Regular reporting in accordance with deadlines and outlined reporting requirements;
- Ensuring that monitoring procedures are carried out;
- Responsibility for checking the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ;
- Implementation of Work Package A;
- Implementation of the Operational plan;
- Supporting the officer responsible for the commission in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase;
- Maintaining contact with project partners and identifying potential new partners within the mandated area.
- Ensuring the timely execution of all services and quality assurance

**Qualifications of the Team Leader / Key Expert 1**

- **Education/training (2.1.1):** University degree (Masters degree) in business, entrepreneurship, economics, sociology, innovation management, vocational training, education
- **Languages (2.1.2):** Knowledge of English, level C1 in the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.1.3):** 12 years of professional experience in entrepreneurship and skills trainings sector,
- **Specific professional experience (2.1.4):** 5 years of professional experience in capacity building and programme management.
- **Leadership/management experience (2.1.5):** 5 years of management/leadership experience as project team leader or manager in a company
- **Regional experience (2.1.6):** 2 years of working experience in Nigeria
- **Development cooperation (DC) experience (2.1.7):** 5 years of experience working on development cooperation projects
- **Other (2.1.8):** Not applicable

**Expert 2: Expert for Organisational Development Skills (Key Expert 2)**

**(Section 2.2 of the assessment grid)**

Expert 2 will be responsible for the implementation of Work Package B. S/he will report to the Team Leader.

A statement of availability for this expert must be attached to the tender as an annex. This expert is considered a key expert acc. to the provisions in section 2.1. GTC.

### Tasks of Key Expert 2

- Implementation of Work Package B.
- Contribute to smooth running of the overall operation, content development and quality assurance, and implementation of other work packages.
- Contribute to regular reporting in accordance with deadlines and outlined reporting requirements.
- Steering of short-term experts from pool #1.
- Support the Team Lead in the implementation of Work package A

### Qualifications of Key Expert 2

- **Education/training (2.2.1):** University degree (Bachelor's) or a level of education which corresponds to completed university studies of at least 3 years in the field of economics, social sciences, agriculture, education or similar field
- **Languages (2.2.2):** Knowledge of English, level C1 in the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.2.3):** 8 years of professional experience in any of the following fields (or combination thereof): organizational development and capacity development in the field of private sector development or innovation management;
- **Specific professional experience (2.2.4):** 3 years of professional experience in start-up promotion, access to finance, capacity development for MSMEs, or institutionalisation of training formats;
- **Leadership/management experience (2.2.5):** 2 years of work experience as project team leader or as manager, steering experts in the area of organizational development.
- **Regional experience (2.2.6):** 2 years of training experience or work experience in Nigeria
- **Development cooperation (DC) experience (2.2.7):** 1 year of experience working on Development Cooperation projects.
- **Other (2.2.8.):** Not applicable

### **Expert 3: Expert pool 1 Short-term experts for Curriculum Design and Development, Digital Transformation, Digitalization of MSMEs, Digital Product Management**

#### **Expert pool 1: 3 experts**

#### **(Section 2.3 of the assessment grid)**

A pool of short-term experts with experience in digital formats is required to support the Team Lead with Curriculum Design, Digital transformation, Digitalization of MSMEs, and Conceptualisation of a digital Peer exchange platform.

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Tasks of the pool of local short-term experts #1

Within the pool of the short-term expert each of the following responsibilities will be accounted for:

- Curriculum design and adaptation, all communications related to the project including the design and implement the awareness raising campaign
- Development of a marketing and communication strategy
- Integration of safeguards and gender considerations across the project
- Support key stakeholders publicise relevant communication channels (LinkedIn, Facebook, Twitter, Instagram etc.)
- Conduct a Needs Assessment and Conceptualisation of a Peer exchange platform and identify Key stakeholders
- Collaborate with identified stake holders to support the projects web-based needs
- Supporting the Team Lead and Key experts 1 and 2 in their tasks when needed.

Qualifications of pool1 short-term experts':

- **Education/training (2.3.1):**
  - All experts University degree (Masters)
  - 1 expert with a university degree (Masters) in Learning and Development, Instructional Design, Adult Education or similar (4 out of 10 points)
  - 1 expert with a university degree (Masters) in Computer Science, Social Science, Computer Engineering or other "STEM" studies (3 out of 10 points)
  - 1 expert with a university degree (Masters) Business, in Entrepreneurship, Digital Innovation and/or Transformation (3 out of 10 points)
- **Languages (2.3.2):** All experts – Knowledge of English, level C1 in the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.3.3):**
  - 1 expert with 5 years of professional experience in instructional design, curriculum design in digital skills and entrepreneurship (4 out of 10 points)
  - 1 expert with 5 years of digital innovation, digital transformation, innovation management (3 out of 10 points)
  - 1 expert with 5 years of professional experience in digital product management, website design and/or UI/UX Design. (3 out of 10 points)
- **Specific professional experience (2.3.4):**
  - 1 expert with 3 years professional experience in organizational development, instructional design, capacity building 4 out of 10 points)
  - 1 expert with 3 years' experience in website design, social media networking; project managing website development projects (3 out of 10 points)
  - 1 expert with 3 years professional experience in business development, digital transformation of businesses, digital business strategy (3 out of 10 points)
- **Leadership/management experience (2.3.5.):** All experts with each 2 years of management/leadership experience as project team leader or as manager in companies
- **Regional experience (2.3.6):** All experts with each 2 years of experience in projects in Nigeria

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- **Development Cooperation (DC) experience (2.3.7):** All experts with each 2 years of development cooperation.
- **Other (2.3.8):** Not applicable

**Expert 4: Expert pool 2 'Experts with local experience in region(s) for MSME Promotion, Gender expert & Green economy**

**Expert pool 2: 3 experts**

**(Section 2.4 of the assessment grid)**

A pool of short-term experts is required to support the Team Lead with MSME Promotion related work, Gender sensitivity & mainstreaming and Green Economy.

Tasks of Expert pool 2

Within the pool of the short-term expert each of the following responsibilities will be accounted for:

- Capacitation of MSMEs in best business practices
- Integration of safeguards and gender considerations across the project
- Supporting the Team Lead and Key experts 1 and 2 in their tasks when needed.

Qualifications of Pool 2 short-term experts':

- **Education/training ( 2.4.1):**
  - 1 expert with a university degree (Masters) in Entrepreneurship, private sector development, economics or related fields (4 out of 10 points)
  - 1 expert with a university degree (Masters) in gender studies, social or political science, public policy, international development, or similar fields. (3 out of 10 points)
  - 1 expert in agriculture, agri-business or similar field in green economy (3 out of 10 points)
- **Languages (2.4.2):** All experts – Knowledge of English, level C1 in the Common European Framework of Reference for Languages (CEFR);
- **General professional experience (2.4.3):**
  - 1 expert with 5 years of professional experience MSME promotion, private sector development, innovation & change management (3 out of 10 points)
  - 1 expert with 5 years of professional experience in Gender & Women Economic Empowerment. (4 points out of 10 points)
  - 1 expert with 5 years of professional experience in supporting MSMEs in agriculture or agri-business, circular economy, clean energy and value chain development (3 out of 10 points)
- **Specific professional experience (2.4.4):** Individual experts in the pool would provide experience as follows:
  - 1 expert with 3 years of professional experience in supporting businesses to adopt digital tools & solutions (3 out of 10 points)
  - 1 expert with 3 years of professional experience in developing and running mentorship and coaching programs for female entrepreneurs. (4 points out of 10 points)

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- 1 expert with 3 years of professional experience in supporting MSMEs in agriculture or agri-business, circular economy, clean energy and value chain development in the adoption and use of digital tools and solutions in their business (3 out of 10 points)
- **Leadership/management experience (2.4.5.):** All experts with each 2 years of management/leadership experience as project team leader or as manager in companies
- **Regional experience (2.4.6.):** All experts with each 2 years of experience in projects in Nigeria
- **Development Cooperation (DC) experience (2.4.7.):** All experts with each 2 years of development cooperation.
- **Other (2.4.8):** Not applicable

For expert pools 1 and 2 the following number of expert CVs shall be submitted by the tenderer for evaluation:

Pool 1: 3 CVs

Pool 2: 3 CVs

The tenderer must provide a clear overview of all the proposed experts and their individual qualifications.

**Soft skills of team members**

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

- Team skills
- Initiative
- Communication skills
- Social and intercultural skills
- Efficient partner- and client-focused working methods
- Interdisciplinary thinking

Soft skills are not evaluated.



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## **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), because this is part of the competitive tender and is used to ensure that the tenders can be compared objectively. There is no entitlement to use the total number of expert days or the specified budget.

Indicative specification of quantities as a guideline for the contractor or the experts specified in section 4.1:

The number of expert days corresponds to working days.

<b>Expert</b>	Expert days in the country of residence /remote	Expert days in the country of assignment*	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions 2020, section 3.3.2)	Number of international flights (estimate at time of tender publication)	Number of national flights <sup>1</sup>
<b>Expert 1:</b> Team Lead	120	80	200	No	4	12
<b>Expert 2:</b>	100	65	165	No	4	12
<b>Expert 3</b> <b>Pool 1</b>	70	40	110	No	3	6
<b>Expert 4</b> <b>Pool 2 :</b>		80	80			6
<b>Backstopper</b>				No	1	

### **5.2 Local administrative staff**

The following local administrative staff are needed:

1 Administrative and Finance officer for 21 months

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### **5.3 Travel expenses**

#### **5.3.1 Sustainability aspects for travel**

The GIZ would like to reduce greenhouse gas emissions (CO<sub>2</sub> emissions) caused by travel. When preparing your offer, please include possibilities to reduce emissions, e.g. choosing the lowest emission booking class (economy) or using means of transport, airlines and flight routes with better CO<sub>2</sub> efficiency. For short journeys, preference should be given to train (2nd class) or e-mobility.

If avoidance is not possible, CO<sub>2</sub> emissions caused by air travel should be compensated. For this purpose, the GIZ sets a budget according to which the CO<sub>2</sub> compensation can be settled against proof. On the market for emission certificates, there is a multitude of providers with different climate effectiveness claims. The Foundation Alliance for Development and Climate (Stiftung Allianz für Entwicklung und Klima) has published a list of standards. The GIZ recommends using the standards<sup>9</sup> mentioned (only available in German).

#### **5.3.2 Requirements for Travel costs**

The specified lump sums are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can also offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer.

**Higher lump sums must not be included in the tender.**

Lump sums that are not specified are to be offered by the tenderer (with no upper limit).

<b>Travel expense item</b>	<b>Number/ quantity</b>	<b>Lump sum per Number/quantity up to</b>	<b>Lump sum up to</b>
Total number of international flights	12	1,250 EUR	15,000 EUR
Total number of regional/domestic flights	36	250 EUR	9,000 EUR
CO <sub>2</sub> compensation for air travel	1	Fixed and unchangeable budget for CO <sub>2</sub> compensation – settlement against evidence	
Per diems	225	46 EUR	10,350 EUR
Accommodation allowances per night 91,00 EUR	225	91 EUR	20,475 EUR
Other travel expenses (visas, project-related travel expenses outside the seat of business, etc.)	1	3,000 EUR	3,000 EUR

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<sup>9</sup> [https://allianz-entwicklung-klima.de/wp-content/uploads/2022/08/2208\\_Qualitaetsstandards.pdf](https://allianz-entwicklung-klima.de/wp-content/uploads/2022/08/2208_Qualitaetsstandards.pdf)

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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 (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation allowances are reimbursed as a lump sum up to the maximum amounts stated above.

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

Please note: The travel expense items do not cover costs related to the contract in the country of assignment (see section 3.3.2 of the General Terms and Conditions). Please cost these items separately (if applicable) in the price schedule under '2.2 Costs related to the contract'.

## **5.4 Equipment**

Budget for equipment: **EUR 20,000.00**

The fixed, unalterable budget above is earmarked for the procurement of the equipment described in the table below (payment on submission of documentary proof).

<b>Made available free of charge by GIZ for the duration of the contract.</b>	<b>Equipment to be procured by the contractor in the financial bid.</b>
Furnished offices	IT equipment
The use of car and driver	
Power and internet provision	Basic training equipment: Notebooks, Training materials, Pens

## **5.5 Operating costs in the country of assignment**

– Not applicable –

Project executing agency or GIZ provides the operating infrastructure.

## **5.6 Workshops, education and training**

Workshop budget: Up to **EUR 30,000**

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

- Room hire

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- Technical systems
- Moderation services
- Translation/interpreting
- Catering
- Workshop materials
- Participants cost (Accommodation & Travel)
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

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 (sections 2.1 and 3. of the financial bid).

**5.7. Local subsidies**

- Not applicable –

**5.8. Other costs**

- Not applicable-

**5.9. Flexible remuneration item**

Budget for flexible remuneration: **EUR 50,000**

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

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## **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 (font size 11 or larger) and clearly formulated. The language of the tender is English.

The technical-methodological concept of the tender (section 3 of the ToRs) is not to exceed 20 pages (not including the cover page, list of abbreviations, table of contents and brief introduction).

The human resources concept (section 4 of the ToRs) of the tender is not to exceed 5 pages (not including CVs).

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and must not be more than four (4) pages in length. The CVs must clearly show what position the proposed person held, which tasks they performed and how many expert days they worked during which period in the specified references. The CVs shall be submitted in English language.

We strongly request that you do not exceed the number of pages specified.

## **7. Options**

### **7.1 Follow-on measure/extension of service-delivery period**

It is possible to continue key elements of the service specified in the invitation to tender as part of a follow-on measure within the context of the basic project. This is described in detail below.

#### **Type and scope:**

Continuation of the activities described in section 2 of these ToRs with possible expansion of these activities to include new work packages of the same type. Within the framework of the available financing, the number of expert days and the budget specified in section 5 of these ToRs are increased in proportion to the additional activities that are now required.

#### **Precondition:**

The contract for the follow-on phase or extension of the current phase is awarded by GIZ's commissioning parties and/ or or additional funding is made available by GIZ's commissioning parties.

### **7.2 Expansion of the service content**

GIZ's commissioning party may adapt the service in the tender within the context of a change to the contract for the basic project. This is described in detail below.

#### **Type and scope:**

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Similar services to those described in section 2 of these Terms of Reference, in a comparable extent and duration, and with a comparable personal concept.

**Precondition:**

The contract for the follow-on phase or extension of the current phase is awarded by GIZ's commissioning parties and/ or or additional funding is made available by GIZ's commissioning parties.

**7. Annexes**

- I. Gender Analysis Report
- II. Logframe
- III. BMZ Logframe
- IV. The Development of a Data Processing System Under the GDPR