

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

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<b>Project and human resource management in support of the setup of a Digital Academy for gamification and experience design in Ethiopia</b>	<b>Project number/ cost centre: 2019.4942.9</b>
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## 0. List of abbreviations

Ad	Advertisement
APM	Agile Project Management
ATVET	Agricultural Technical Vocational Education and Training
AVB	Allgemeine Vertragsbedingungen <i>General Terms and Conditions of Contract (AVB) for supplying services and work</i>
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung / <i>Federal Ministry for Economic Cooperation and Development</i>
C __	Competence Level __
CEFR	Common European Framework of Reference for Languages (CEFR)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
CV	Curriculum Vitae
GIZ	Deutsche Gesellschaft für internationale Zusammenarbeit <i>German Agency for international cooperation</i>
(g)GmbH	(gemeinnützige) Gesellschaft mit beschränkter Haftung <i>non-profit Private Limited Company (PLC)</i>
MoA	Ministry of Agriculture
M.Sc.	Master of Science
ReDI School	ReDI School of Digital Integration
SI Jobs	Special Initiative – Training and Employment
SI Jobs Ethiopia	SI Jobs – Cluster Promotion in the Agriculture and Food Industry in Ethiopia
SME	Small and medium Enterprise
STE	Short Term Expert
SURED	Sustainable Use of Rehabilitated Land for Economic Development
ToRs	Terms of reference
ToT	Training of Trainers

## 1. Context

The project 'SI Jobs – Cluster Promotion in the Agriculture and Food Industry in Ethiopia' (SI AB II, PN 2019.4942.0) is part of the BMZ special initiative 'Training and Employment' (SI Jobs). The aim of the latter is to improve economic conditions along selected location and economic sectors (clusters) in individual African countries and hereby to promote sustainable investments that lead to quantitatively and qualitatively improved employment. To this end, the BMZ SI Jobs focuses on 3 fields of action: 1) Clusters: promotion of economic locations and sectors, 2) Business & Invest: promotion of sustainable investments, 3) African SMEs: development of African SMEs.

While the project is not formally part of the bilateral GIZ portfolio in Ethiopia but an individual proposal of the BMZ's SI Jobs, it integrates thematically into 'Promotion of Agricultural Productivity program. In practical terms, this translates to an operational focus set on improving the income and employment situation of Ethiopia's rural populations through agricultural productivity enhancement and the development of micro, small and medium enterprises in the upstream and downstream sectors.

An increasingly relevant factor for the successful boost in agricultural productivity is the growing use of digital solutions. Communication, automation, supply chain management - and teaching even learning - display a progressively larger share of digital input. As a consequence, the demand for e-competence is constantly growing while the supply in the country is still lagging behind. It is in an effort to balance this shortage that the project (i.e. 'SI Jobs – Cluster Promotion in the Agriculture and Food Industry in Ethiopia', hereinafter referred to as 'SI Jobs Ethiopia' ) is supporting the establishment of an Academy for Digital Training Solutions, based in Addis Ababa. The objective is to train up to 300 young digital technology-affine professionals in learning experience and user interface design, agile project management, design thinking, and adult learning methodology and didactics within the first year funded by this measure. Participants will be enabled to work as mid-level professional experts for companies and organisations providing digital training solutions for both public and private sector clients.

To set up the before-mentioned digital Academy, SI Jobs Ethiopia is partnering with the ReDI School of Digital Integration gGmbH, a non-profit Berlin-based tech school with the primary goal of easing professional, digital integration for immigrants and refugees in Germany and around the world. In the context of this project, ReDI School is providing technical expertise with regards to curriculum development, design and facilitation of pre-course training of trainers, as well as the continuous coaching of the locally selected lecturers. However, without any physical implementation in Ethiopia to date, ReDI School is in need of logistical support when it comes to recruiting trainers on site, identifying adequate participants / students and setting up the physical space for the envisioned Digital Academy (e.g. venue, hardware, catering, etc.).

## 2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Overall organisational support to setting up the Digital Academy, which includes:

- **Recruitment** of minimum **300** (and up to 400) **students** to take part in one of three cycles of Digital Training (up to 25 students per class with a total of 4 classes per cycle, with 2 half-day courses (morning and afternoon) running simultaneously)<sup>1</sup>. The recruitment process is to include: design of job advertisement, publication, screening & shortlisting, testing (see below), and the final selection.
- The **administration of a pre-test** (prepared by ReDI School) shall be included in the recruitment process and shall include the option for an offline or online testing strategy (depending on logistics available).
- **Recruitment** of minimum **15** (and up to 20) **facilitators** who are to follow a 10-day, pre-course-cycle Training of Trainers (the latter is to be held by the ReDI School). Up to 25 facilitators shall be pre-selected by the consultant for a final interview by experts from ReDI School. The recruitment process is to include: design of job advertisement, identification of valid candidates, screening & interviewing, and the final selection.
- **Venue selection and facility management** (i.e. provision of 2 fully-serviced class rooms, incl. room rent, catering, technical equipment – both hard- and software with a minimum of 54 laptops / desktops to be rendered available for up to 25 students and 2 lecturers / facilitators per course – knowing that 2 courses are scheduled to run in parallel)
- Overall **project management** – this includes:
  - **Human Resource Management** for 20 facilitators and 300 students (incl. salary & per diem payments respectively)
  - Support **coordination of all implicated stakeholders** (GIZ, ReDI School, facilitators, students.)
  - Managing **logistical aspects** (overall responsibility of venue and equipment maintenance)
  - Managing **communication** (e.g. design and print of flyers / invitations; print of study material / distribution of digital learning materials – e.g. preparation of flash drives)

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term.

<b>Milestone</b>	<b>Timeline</b>
Recruitments of students / participants (300) Job Ad: content design Publication Screening / shortlisting (up to 500) Testing Final selection	4 weeks after commencement of assignment
Recruitments of facilitators (20) Job Ad: content design Publication Screening / shortlisting (up to 25) Interviews Final selection	4 weeks after commencement of assignment

<sup>1</sup> A margin of 100 students can be given as a certain percentage of drop-outs prior to course commencement is to be expected.

Venue selection & preparation for ToT and Digital Training Courses Room rent secured Hardware secured (min. 54 laptops) Further equipment secured Software & licences secured (internet connection strong and stable enough to allow for online coaching of classes)	6 weeks after commencement of assignment
Facility Management	Ongoing, starting with ToT
Final Report	1 week prior to the end of assignment

**Period of assignment:** From January 1<sup>st</sup>, 2021 to October 31<sup>st</sup>, 2022.

**Note:**

*The listed activities and service delivery are guided by an agile project management (APM) approach; thus, a high level of flexibility is required that would leave enough margin for necessary adjustments. Milestones and deadlines do hence represent but a preliminary outline and may shift according to operational realities.*

**3. Concept (1.1 & 1.2)**

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

**Technical-methodological concept**

**Strategy:** The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

**Note: 1.3 – 1.6 - not applicable -**

*Maximum number of pages of the technical-methodological concept: 3 (DIN A4). Note, that any content submitted exceeding the maximum number of pages cannot be considered for the technical assessment.*

**Other specific requirements**

Proof of capacity to provide 54 laptops (at least 20 during ToTs & remaining 34 to be available with beginning of lectures / courses).

**Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ project. This should include mentioning of the following points:

- The contractor is responsible for selecting, preparing, supporting training, and steering the experts (international and national, short, and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs. The contractor is expected to describe their approach to ensuring the provision of fully serviced class rooms (incl. the availability of 54 laptops) and participants' use of the same (timing and access to electronic hardware / equipment).
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- The contractor is obligated to provide a competent backstopper and/or project coordinator who ensures:
  - (a) Service-delivery control
  - (b) Managing adaptations to changing conditions
  - (c) Ensuring the flow of information between GIZ and external expertise
  - (d) Securing the administrative conclusion of the project
  - (e) Ensuring compliance with reporting requirements

*Reporting language is English.*

*Maximum number of pages of the project management outline: 2 (DIN A4).*

The bidder 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 proposed 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.

#### **4. Personnel concept**

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

***The below specified qualifications represent the requirements to reach the maximum number of points.<sup>2</sup>***

##### **Expert 1: Team Leader – Project Manager**

*(2.1 of the Assessment Grid)*

##### Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Content production / revision / validation
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

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<sup>2</sup> *Over-qualification / achievement does not lead to a higher score in the technical assessment.*

### Qualifications of the team leader

- **Education/training (2.1.1):** Bachelor and or M.Sc. in Business Administration and/or Human Resource Management and/or Computer Sciences / Electrical Engineering
- **Language (2.1.2):** C1 Level of English<sup>3</sup>
- **General professional experience (2.1.3):** 15 years of professional experience in the Human Resource Management sector
- **Specific professional experience (2.1.4):** 10 years of practical experience in Recruitment with an acute knowledge of the Ethiopian labour market and an extensive network within / strong ties to the local private sector; 2 years of practical experience in software development (to ensure a sound understanding of the qualification needs for recruitment in the tech sector)
- **Leadership/management experience (2.1.5):** proven track record in successful project management and/or leadership positions (2 projects with respectively minimum 5 year and 3 years in CEO / CFO / COO / directorial positions)
- **Regional experience (2.1.6):** 10 years of experience in the Ethiopian professional recruitment / HR sector with a proven track record of successful placements in at least 3 different major industry branches (e.g. agriculture, tech, marketing)
- **Development Cooperation (DC) experience (2.1.7):** prior cooperation experience with training institutions (e.g. Ministry of Agriculture (MoA), ATVETs, etc.) and/or international organisations (e.g. GIZ, World Bank, etc.)
- **Other (2.1.8):** verifiable experience in online recruitment and assessment centre management

### **Short-term expert (STE) pool: with minimum 1 and maximum 4 members** (2.6 of the Assessment Grid)

#### Tasks of the Expert Pool

- Needs-based support in fine-tuning job advertisement & description of course offer
- Provide access and contact to e-community and gaming network in Addis Ababa
- Ad hoc advisory services (e.g. quality assessment of project progress, coaching on training course, curriculum review & input, etc.)

#### Qualifications of the Expert Pool

- **Education/training (2.6.1):**
  - minimum **2 experts** with a Bachelor and or Computer Sciences and/or Electrical Engineering and/or Architecture and/or design-related fields  
*Note: More than 5 years of practical experience in the digital sector (software development, app design, gamification) render the need for a university degree mute / optional (i.e. equivalent scoring in technical evaluation).*

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<sup>3</sup> See proficiency level descriptions according to the Common European Framework of Reference for Languages (CEFR) in the following link:  
<https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>

- **Language (2.6.2):**
  - minimum **2 experts** with C1 Level of English and C2 (native speaker) in Amharic and/or Afaan Oromo<sup>4</sup>
- **General professional experience (2.6.3):**
  - Minimum **2 experts** with 5 years of professional experience in software/app development
- **Specific professional experience (2.6.4):**
  - Minimum **1 expert** with 5 years of professional experience in the local Digital Community with a proven track record in programming and/or software/app development with a focus on gamification (game thinking & user experience design)
  - Minimum **1 expert** with 5 years of experience in project management and/or tech start-up support within the digital sector in Ethiopia
- **Regional experience (2.6.6):**
  - Minimum **2 experts** with 8 years of professional experience in Ethiopia and strong ties to the local gaming / tech community – i.e. highly
- **Development Cooperation (DC) experience (2.6.7):**
  - Minimum **2 experts** with prior cooperation experience with training institutions (e.g. MoA, ATVETs, etc.) and/or international organisations (e.g. GIZ, World Bank, etc.)
- **Other (2.6.8): - not applicable -**

*The bidder must provide a clear overview of the proposed short-term experts' qualifications and provide proof / examples / references (i.e. additional information than mere listing in CV) for every criterion marked 'verifiable' where it does not collide with proprietary information – this can translate to an additional statement / project description / reference numbers of achievements / etc.).*

## 5. Costing requirements

### Assignment of personnel

Team Leader – Project Coordinator: on-site assignment for 180 expert days

Expert Pool: on-site assignment for up to 4 technical experts for a combined number of up to 20 advisory days

### Travel

- not applicable -

No travel is expected to occur within the context of the assignment.

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<sup>4</sup> See proficiency level descriptions according to the Common European Framework of Reference for Languages (CEFR) in the following link:  
<https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>



## **Workshops, training**

The contractor implements the following workshops / trainings:

- Training of Trainers
- Participants Training

The budget for implementing these activities should cover the following items:

- the rent for 2 serviced class rooms (during up to 3 cycles of participants trainings, allowing for 2 parallel courses in the morning (8am to 12pm) and afternoon (1pm to 5pm) – see specifications outlined in Chapter 2
- a serviced venue for 10 days of Training of Trainers (ToTs)
- catering A: refreshments and lunch for facilitators in training during ToTs
- catering B: refreshments – water and coffee – for students & facilitators (i.e. 4 times a day for 25 students and 4 facilitators over the span of a total of 36 weeks)
- salary payments for up to 20 facilitators
- per diem payments for up to 300 students / participants for the time of their classes

## **Other costs**

- Printing of flyers, advertisement & training material (alternatively: provision of flash drives to distribute digital training materials to course participants)
- Lump Sum for recruitment process

## **Flexible remuneration item**

- *not applicable* -

## **6. Inputs of GIZ or other actors**

Test design (for potential students / participants) as well as the development of Digital Training Curriculum are to be supplied externally and are not under the responsibility of the contractor. Wording for job description and course advertisement can be supported by external consultants (a budget provision is to be made for this matter).

## **7. Requirements on the format of the bid**

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

The complete bid shall not exceed 5 pages (max. 3 for the technical-methodological concept and max. 2 for the project management outline, incl. the personnel assignment plan, but *excluding* CVs).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 6 pages. The CVs must clearly show the position(s) and job(s) the proposed person held in the reference project(s) and for how long. The CVs can only be submitted in English.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the technical assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract, the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

**8. Option**

- *not applicable* -