



Tender Specifications

Services procurement contract TZA22002-10076

*CONSULTANCY FOR STRATEGIC
SUPPORT TO VTCs FOR COVE
TRANSFORMATION*

“INCLU-CITIES – Intervention”

Belgian development agency

enabel.be

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1 General provisions

1.1 Derogations from the General Implementing Rules

Chapter ‘*Specific contractual and administrative conditions*’ of these Tender Specifications (CSC/Cahier Spécial des Charges) holds the specific administrative and contractual provisions that apply to this public procurement contract as a derogation of the Royal Decree of 14.01.2013 or as a complement or an elaboration thereof.

These Tender Specifications derogate from Article 26 of the General Implementing Rules – GIR (Royal Decree of 14.01.2013).

1.2 Contracting authority

The contracting authority of this public procurement contract is Enabel, the Belgian development agency, public-law company with social purposes, with its registered office at Rue Haute 147, 1000 Brussels in Belgium (enterprise number 0264.814.354, RPM/RPR Brussels). Enabel has the exclusive competence for the execution, in Belgium and abroad, of public service tasks of direct bilateral cooperation with the partner countries. Moreover, it may also perform other development cooperation tasks at the request of public interest organizations, and it can develop its own activities to contribute towards realization of its objectives.

For this procurement contract, Enabel is represented by Tanzanian Enabel Representation who is mandated to represent the company towards third parties.

1.3 Institutional setting of Enabel

The general framework of reference in which Enabel operates is:

- The Belgian Law on Development Cooperation of 19 March 2013¹;
- The Belgian Law of 21 December 1998 establishing the Belgian Technical Cooperation as a public-law company²;
- The Belgian Law of 23 November 2017 changing the name of the Belgian Technical Cooperation and defining the missions and functioning of Enabel, the Belgian development agency, published in the Belgian Official Gazette on 11 December 2017.

The following initiatives are also guiding Enabel in its operations: We mention as main examples:

- In the field of international cooperation: the United Nations Sustainable Development Goals and the Paris Declaration on the harmonization and alignment of aid.
- In the field of the fight against corruption: the Law of 8 May 2007 approving the United Nations Convention against Corruption, adopted in New York on 31 October 2003³, as well as the Law of 10 February 1999 on the Suppression of Corruption transposing the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.
- In the field of Human Rights: The United Nations’ Universal Declaration of Human Rights (1948) as well as the 8 basic conventions of the International

¹ Belgian Official Gazette of 30 December 1998, of 17 November 2001, of 6 July 2012, of 15 January 2013 and of 26 March 2013.

Belgian Official Gazette of 1 July 1999.

³ Belgian Official Gazette of 18 November 2008.

Labour Organisation⁴ on Freedom of Association (C. n°87), on the Right to Organize and Collective Bargaining (C. n°98), on Forced Labour (C. n°29 and 105), on Equal Remuneration and on Discrimination in Respect of Employment (C. n°100 and 111), on Minimum Age for Admission to Employment (C. n°138), on the Prohibition of the Worst Forms of Child Labour (C. n°182);

- In the field of environmental protection: The Climate Change Framework Convention in Paris, 12 December 2015.
- The first Management Contract concluded between Enabel and the Belgian federal State (approved by the Royal Decree of 17.12.2017, Belgian Official Gazette 22.12.2017) that sets out the rules and the special conditions for the execution of public service tasks by Enabel on behalf of the Belgian State.
- Enabel's Code of Conduct of January 2019, Enabel's Policy regarding sexual exploitation and abuse of June 2019 and Enabel's Policy regarding fraud and corruption risk management of June 2019.

1.4 Rules governing the procurement contract.

- The following, among other things, applies to this public procurement contract:
- The Law of 17 June 2016 on public procurement contracts⁵;
- The Law of 17 June 2013 on justifications, notification and legal remedies for public procurement contracts and certain procurement contracts for works, supplies, and services⁶;
- The Royal Decree of 18 April 2017 on the award of public procurement contracts in the classic sectors⁷;
- Royal Decree of 14 January 2013 establishing the General Implementing Rules for public procurement contracts and for concessions for public works⁸;
- Circulars of the Prime Minister with regards to public procurement contracts.
- All Belgian regulations on public procurement contracts can be consulted on www.publicprocurement.be.
- Enabel's Policy regarding sexual exploitation and abuse – June 2019;
- Enabel's Policy regarding fraud and corruption risk management – June 2019.
- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons regarding the processing of personal data and on the free movement of such data (General Data Protection Regulation – 'GDPR'), and repealing Directive 95/46/EC.
- Law of 30 July 2018 on the protection of natural persons regarding the processing of personal data.

All Belgian regulations on public contracts can be consulted on www.publicprocurement.be; Enabel's Code of Conduct and the policies mentioned above can be consulted on Enabel's website via <https://www.enabel.be/content/integrity-desk>.

⁴ <http://www.ilo.org/ilolex/french/convdisp1.htm>.

⁵ Belgian Official Gazette 14 July 2016.

⁶ Belgian Official Gazette of 21 June 2013.

⁷ Belgian Official Gazette 9 May 2017.

⁸ Belgian Official Gazette 27 June 2017.

1.5 Definitions

The following definitions apply to this procurement contract:

The tenderer: An economic operator submitting a tender.

The contractor/ service provider: The tenderer to whom the procurement contract is awarded.

The contracting authority: Enabel, represented by the Resident Representative of Enabel in Tanzania.

The tender: Commitment of the tenderer to perform the procurement contract under the conditions that he has submitted.

Days: In the absence of any indication in this regard in the Tender Specifications and the applicable regulations, all days should be interpreted as calendar days.

Procurement documents: Tender Specifications including the annexes and the documents they refer to.

Technical specifications: A specification in a document defining the characteristics of a product or a service, such as the quality levels, the environmental and climate performance levels, the design for all needs, including accessibility for people with disabilities, and the evaluation of conformity, of product performance, of the use of the product, safety or dimensions, as well as requirements applicable to the product as regards the name by which it is sold, terminology, symbols, testing and test methods, packaging, marking or labelling, instructions for use, the production processes and methods at every stage in the life cycle of the supply or service, as well as the evaluation and conformity procedures;

Variant: An alternative method for the design or the performance that is introduced either at the demand of the contracting authority, or at the initiative of the tenderer.

Option: A minor and not strictly necessary element for the performance of the procurement contract, which is introduced either at the demand of the contracting authority, or at the initiative of the tenderer.

Inventory: The procurement document which splits up the performance in different items and specifies the quantity or the method to determine the price for each of them.

General Implementing Rules (GIR): Rules laid down in the Royal Decree of 14.01.2013 establishing the General Implementing Rules for public procurement contracts and for concessions for public works.

The Tender Specifications (Cahier spécial des charges/CSC): This document and its annexes and the documents it refers to.

Corrupt practices: The offer of a bribe, gift, gratuity, or commission to any person as an inducement or reward for performing or refraining from any act relating to the award of a procurement contract or performance of a procurement contract already concluded with the contracting authority.

Litigation: Court action.

Subcontractor in the meaning of public procurement regulations: The economic operator proposed by a tenderer or contractor to perform part of the contract. The subcontractor

is understood as the economic operator with the capacity which the applicant or tenderer relies upon or to whom he entrusts all or part of his engagements.

Controller in the meaning of the GDPR: the natural or legal person, public authority, agency, or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data.

Sub-contractor or processor in the meaning of the GDPR: a natural or legal person, public authority, agency, or other body which processes personal data on behalf of the controller.

Recipient in the meaning of the GDPR: a natural or legal person, public authority, agency, or another body, to which the personal data are disclosed, whether a third party or not.

Personal data: any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.

1.6 Processing of personal data by the contracting authority and confidentiality

1.6.1 Processing of personal data by the contracting authority

The contracting authority undertakes to process the personal data that are communicated to it in response to the Call for Tenders with the greatest care, in accordance with legislation on the protection of personal data (General Data Protection Regulation, GDPR). Where the Belgian law of 30 July 2018 on the protection of natural persons regarding the processing of personal data contains stricter provisions, the contracting authority will act in accordance with said law.

1.6.2 Confidentiality

The tenderer or contractor and Enabel are bound to secrecy vis-à-vis third parties with regards to any confidential information obtained within the framework of this public contract and will only divulge such information to third parties after receiving the prior written consent of the other party. They will disclose this confidential information only among appointed parties involved in the assignment. They guarantee that said appointed parties will be adequately informed of their obligations in respect of the confidential nature of the information and that they shall comply therewith.

PRIVACY NOTICE OF ENABEL: Enabel takes your privacy seriously. We undertake to protect and process your personal data with due care, transparently and in strict compliance with privacy protection legislation.

See also: <https://www.enabel.be/content/privacy-notice-enabel>

1.7 Deontological obligations

1.7.1. Any failure to comply with one or more of the deontological clauses may lead to the exclusion of the candidate, tenderer, or contractor from other public procurement contracts for Enabel.

1.7.2. For the duration of the procurement contract, the contractor and his staff respect human rights and undertake not to go against political, cultural, or religious customs of the

beneficiary country. The tenderer or contractor is bound to respect fundamental labour standards, which are internationally agreed upon by the International Labour Organization (ILO), namely the conventions on union freedom and collective bargaining, on the elimination of forced and obligatory labour, on the elimination of employment and professional discrimination and on the abolition of child labour.

1.7.3. In accordance with Enabel's Policy regarding sexual exploitation and abuse, the contractor and his staff have the duty to behave in an irreproachable manner towards the beneficiaries of the projects and towards the local population in general. They must abstain from any acts that could be considered a form of sexual exploitation or abuse, and they must abide by the basic principles and guidelines laid down in this policy.

1.7.4. Any attempt of a candidate or a tenderer to obtain confidential information, to proceed to illicit arrangements with competitors or to influence the evaluation committee or the contracting authority during the investigation, clarification, evaluation and comparison of tenders and candidates' procedure will lead to the rejection of the application or the tender.

1.7.5. Moreover, in order to avoid any impression of risk of partiality or connivance in the follow-up and control of the performance of the procurement contract, it is strictly forbidden to the contractor to offer, directly or indirectly, gifts, meals or any other material or immaterial advantage, of whatever value, to agents of the contracting authority who are concerned, directly or indirectly, by the follow-up and/or control of the performance of the procurement contract, regardless of their hierarchical rank.

1.7.6. The contractor of the procurement contract commits to supply, upon the demand of the contracting authority, any supporting documents related to the performance conditions of the contract. The contracting authority will be allowed to proceed to any control, on paperwork or on site, which it considers necessary to collect evidence to support the presumption of unusual commercial expenditure. Depending on the gravity of the facts observed, the contractor having paid unusual commercial expenditure is liable to have its contract cancelled or to be permanently excluded from receiving funds.

1.7.7. In accordance with Enabel's Policy regarding sexual exploitation and abuse of June 2019 and Enabel's Policy regarding fraud and corruption risk management complaints relating to issues of integrity (fraud, corruption, etc.) must be sent to the Integrity desk through the <https://www.ENABLEintegrity.be> website.

1.8 Applicable law and competent courts

The procurement contract must be performed and interpreted according to Belgian law.

The parties commit to sincerely perform their engagements to ensure the good performance of this procurement contract. In case of litigation or divergence of opinion between the contracting authority and the contractor, the parties will consult each other to find a solution.

If agreement is lacking, the Brussels courts are the only courts competent to resolve the matter.

2 Subject-matter and scope of the procurement contract.

2.1 Type of procurement contract

This procurement contract is a services procurement contract.

2.2 Subject matter of the procurement contract.

Strategic support to VCTs for COVE Transformation for INCLU-CITIES Intervention in Tanzania.

2.3 Items

See terms of references to point 5 and Tender Form Price – 6.2

2.4 Term of the procurement contract

The procurement contract starts upon award notification and ends upon acceptance of services.

2.5 Quantity

See terms of references to point 5 and Tender Form Price – 6.2

3 Subject-matter and scope of the procurement contract.

3.1 Award procedure.

Negotiated Procedure without Prior Publication in application of Article 42 of the Law of 17 June 2016.

3.2 Semi-official notification

This procurement contract is published on the Enabel website (www.enabel.be). The publication of this tender specifications on the Enabel website constitutes an invitation to submit an offer to anyone who becomes aware of it.

3.3 Information

The awarding of this procurement contract is coordinated by Lutufyo Adam. Throughout this procedure, all contacts between the contracting authority and the (prospective) tenderers about this procurement contract will exclusively pass through this service / this person. (Prospective) tenderers are prohibited from contacting the contracting authority in any other way with regards to this contract unless otherwise stipulated in these Tender Specifications.

Until 6 days before the latest bid submission date, candidate tenderers may ask questions about these Tender Specifications and the procurement contract. Questions will be in writing to lutufyo.mwakipesile@enabel.be + procurement.tza@enabel.be and they will be answered in the order received. The complete overview of the questions asked will be available at the address mentioned above.

Until the notification of the award decision, no information will be given about the evolution of the procedure.

The tenderer is supposed to submit his tender after reading and considering any corrections made to the Tender Specifications that are published on the Enabel website or that are sent to him by e-mail. To do so, when the tenderer has downloaded the Tender Specifications, it is strongly advised that he gives his coordinates to the public procurement administrator mentioned above and requests information on any modifications or additional information.

The tenderer is required to report immediately any gap, error or omission in the procurement documents that precludes him from establishing his price or compare tenders, within ten days at the latest before the deadline for receipt of tenders.

3.4 Tender

3.4.1 Data to be included in the tender.

The tenderer must use the tender form provided in section 6. In case he does not use this form, he is fully responsible for the perfect concordance between the documents he has used and the form.

The tender and the annexes to the tender form are drawn up in English.

By submitting a tender, the tenderer automatically renounces to his own general or specific sales conditions, even if these are mentioned in any of the annexes to his tender.

The tenderer clearly designates in his tender which information is confidential and/or relates to technical or business secrets and may therefore not be divulged by the contracting authority.

3.4.2 Period the tender is valid.

The tenderers are bound by their tender for a period of 60 calendar days from the reception deadline date.

The validity of the tender will be negotiated if the deadline stated above is overrun.

3.4.3 Determination of prices

All prices given in the tender form must obligatorily be quoted in EUROS.

This procurement contract is a lump sum contract, meaning a contract in which a flat rate price covers the whole performance of the contract or each of the items of the inventory.

In accordance with Article 37 of the Royal Decree of 18 April 2017, the contracting authority may for the purpose of verifying the prices carry out an audit of all accounting documents and an on-site audit to check the correctness of the indications supplied.

Elements included in the price.

The tenderer is to include in his global prices any charges and taxes generally applied to services (**Withholding tax included**), except for the value-added tax – VAT % must be indicate in a separate line in the price form.

The following are included in the prices:

The administrative management and secretariat; Travel, transportation, and insurance; Documentation pertaining to the services.

Delivery of documents or records associated with the performance.

Training required for operation.

Where applicable, the measures imposed by occupational safety and worker health legislation.

Customs and excise duties for equipment and products used.

Accommodation and any other costs related to the mission.

The consultant's accommodation and all his personal expenses.

Enabel will cover the logistics for the two trainings (1 Kigoma and 1 in Dar es Salaam).
Participants costs of validating the assessments of the findings will be covered by the centres.

3.4.4 Method and deadline for submitting an offer.

How to submit tenders?

The tenderer submits his tender as follows:

- One **original** and one **copy** of the completed tender will be submitted on paper. One **copy** must be submitted in one or more PDF files on a USB stick **before 15/10/2024 at 12:00 pm**.

It is submitted in a properly sealed envelope bearing the following information:
Tender **TZA22002-10076**

It may be submitted:

- a) By courier

In this case, the sealed envelope is put in a second closed envelope addressed to:

**Enabel Representation,
14/15 Masaki, Haile Selassie Road,
Oasis Office Park, 4th Floor,
P.O Box 23209,
Dar es Salaam, Tanzania.**

b) Delivered by hand with acknowledgement of receipt.

The service can be reached on working days during office hours, from 08:00 to 17:00 (East African time).

NB: SUBMISSION OF TENDERS BY E-MAIL ARE PROHIBITED

Only offers received within the deadline will be considered, therefore it is the tenderer responsibility to ensure that the electronic offers are sent in due time.

Please note that the awarded tenderer will be required to send the hard copies of the complete tender.

3.4.5 Change or withdrawal of a tender that has already been submitted.

When a tenderer wants to change or withdraw a tender already sent or submitted this must be done in accordance with the provisions of Articles 43 and 85 of the Royal Decree of 18 April 2017.

To change or withdraw a tender already sent or submitted, a written statement is required, which will be correctly signed by the tenderer or his representative. The subject-matter and the scope of the changes must be indicated in detail. Any withdrawal must be unconditional.

The withdrawal may also be communicated by fax or electronic means, if it is confirmed by registered letter deposited at the post office or against acknowledgement of receipt at the latest the day before the tender acceptance deadline.

When the tender is submitted via e-tendering, the tender is modified or withdrawn in accordance with Article 43, §2 of the Royal Decree of 18 April 2017.

Thus, a tender that is modified or withdrawn after the signing of the submission report means that a new submission report, signed in accordance with paragraph 1, must be sent.

The subject-matter and the scope of the changes must be indicated in detail.

The withdrawal must be pure and simple.

When the submission report drawn up following the modifications or withdrawal set out in clause 1 does not bear the signature referred to in paragraph 1, the modification or withdrawal is automatically deemed null and void. This nullity applies only to the modifications or withdrawal, not to the tender itself.

3.5 Selection of tenderers

3.5.1 Exclusion grounds

The mandatory and optional exclusion grounds are given in attachment to these Tender Specifications.

By submitting this tender, the tenderer certifies that he is not in any of the cases of exclusion listed in the Articles 67 to 70 of the Law of 17 June 2016 and the Articles 61 to 64 of the Royal Decree of 18 April 2017.

The contracting authority will verify the exactitude of this Declaration on honor for the tenderer with the best tender.

For that purpose, the contracting authority will ask the tenderer concerned to provide information or documents allowing the contracting authority to verify the tenderer's personal situation by the fastest means and within the term set by the contracting authority.

The contracting authority will itself ask for information or documents that it can obtain free of charge by digital means from the instances that manage the information or documents.

3.5.2 Selection criteria

Moreover, by means of the documents requested in the 'Selection file', the tenderer must prove that he/she is sufficiently capable, from an economic and financial as well as from a technical point of view, to successfully perform this public procurement contract.

To be selected the tenderer must attach the following documents to his offer.

1) References

The tenderer includes in his tender certificates of completion for 2 similar services (nature and amount) delivered over the past 3 years. The certificates must be signed by the contracting authorities or private client.

2) Proposed team to tender the contract.

The tenderer will join to his bid the CV's of the consultancy team comprising of a minimum of four consultants (with 1 lead consultant). The team is expected to have the following key qualifications and experience (as a whole):

Mandatory minimum requirements for the Team leader and his team:

The successful execution of this assignment requires a national or regional consultant or consultancy firm with experience in Technical and Vocational Education and Training (TVET), skills development, and institutional transformation. The consultant must demonstrate the necessary expertise, experience, and knowledge to effectively support the selected VTCs' transformation into CoVE. The consultant will be expected to lead the CoVE assessment validation, training, and roadmap development with a high degree of professionalism and technical competence.

Qualifications:

- A minimum of a master's degree/degree in education, Skills Development, Institutional Management, Business Management, or a related field.
- At least 10 years of professional experience consulting with a specific focus on skills development and institutional transformation with a proven ability to work at both the institutional and system-wide levels. The consultant must have worked on similar assignments involving institutional capacity building and the transformation of TVTCs and experience in Tanzania /East Africa will be an advantage.
- Proven experience in conducting institutional assessments, particularly in the context of transforming VTIs into Centers of Excellence.

- At least five years' experience in designing and delivering capacity-building programs for TVET institutions. The consultant should have experience in training in management, change management, and working with VET institutions (center managers and staff) in areas such as strategic management, financial sustainability, and stakeholder engagement.
- Strong knowledge of the Centre of Excellence and or/vocational excellence model and its application in diverse contexts, preferably in developing countries or regions like Tanzania.
- At least 5 years' experience in developing monitoring and evaluation frameworks to track progress and measure impact.
- Ability to design and facilitate adult learning programs (Andragogy) for managers and senior institutional leaders.
- Excellent in assessment, mentoring, monitoring, and writing and disseminating reports.

Only tenders from tenderers who meet all the selection criteria above are taken into consideration to participate in the comparison of tenders based on the award criteria set out below, subject to the regularity of these tenders.

3.6 Possibility of negotiation

Enabel reserves the right to negotiate the content of the offers with the tenderers within the limits authorized by law.

3.7 Award criteria.

The tenderer will join to his bid a financial proposition (form 6.2) and a technical proposition of maximum 20 pages where he will explain his methodology to perform the services set out in the Terms of references (section 4).

The contracting authority will choose the regular BAFO that it finds to be most advantageous, taking account of the following criteria:

- **Price of the services – 40 points**
- **Proposed methodology of the services – 60 points** based on a technical note of maximum 20 pages
 - The understanding of the terms of reference –20 points
 - Detailed methodology for implementing the terms of reference - 30 points.
 - The planning for the implementation of the tasks – 10 points

3.8 Final score

The scores for the award criteria will be added up. The procurement contract will be awarded to the tenderer with the highest final score, after the contracting authority has verified the accuracy of the Declaration on honour of this tenderer and provided the control shows that the Declaration on honour corresponds with reality.

3.9 Awarding the procurement contract

Notice though that in accordance with Art. 85 of the Law of 17 June 2016, there is no obligation for the contracting authority to award the procurement contract.

The contracting authority may either decide not to award the procurement contract; either redo the procedure, if necessary, through another award procedure.

The contracting authority maintains the right to award only a certain lot or certain lots.

3.9.1 Concluding the procurement contract

In accordance with Art. 88 of the Royal Decree of 18 April 2017, the procurement contract occurs through the notification to the selected tenderer of the approval of his tender.

Notification is via digital platforms, e-mail, or fax and, on the same day, by registered post.

So, the full contract agreement consists of a procurement contract awarded by Enabel to the chosen tenderer in accordance with:

- These Tender Specifications and its annexes.
- The approved BAFO of the contractor and all its annexes.
- The registered letter of notification of the award decision.
- Any later documents that are accepted and signed by both parties, as appropriate.

In an objective of transparency, Enabel undertakes to publish each year a list of recipients of its contracts. By introducing his tender, the successful tenderer declares that he agrees with the publication of the title of the contract, the nature and object of the contract, its name and location, and the amount of the contract.

4 Special contractual provisions

This chapter of these Tender Specifications holds the specific provisions that apply to this public procurement contract as a derogation of the 'General Implementing Rules for public procurement contracts and for public works concessions' of the Royal Decree of 14 January 2013, hereinafter referred to as 'GIR', or as a complement or an elaboration thereof. The numbering of the articles below (between brackets) follows the numbering of the GIR articles. Unless indicated, the relevant provisions of the General Implementing Rules (GIR) apply in full.

These Tender Specifications derogate from Article 26 of the GIR.

4.1 Managing official (Art. 11)

The managing official will be designate in the contract award notification.

Once the procurement contract is concluded, the managing official is the main contact point for the service provider. Any correspondence or any questions with regards to the performance of the procurement contract will be addressed to him/her, unless explicitly mentioned otherwise in these Tender Specifications.

The managing official is responsible for the follow-up of the performance of the contract.

The managing official is fully competent for the follow-up of the satisfactory performance of the procurement contract, including issuing service orders, drawing up reports and states of affairs, approving the services, progress reports and reviews. (S)he may order any modifications to the procurement contract with regards to its subject-matter if they remain within its scope.

However, the signing of amendments or any other decision or agreement implying derogation from the essential terms and conditions of the procurement contract are not part of the competence of the managing official. For such decisions the contracting authority is represented as stipulated under the contracting authority.

Under no circumstances is the managing official allowed to modify the terms and conditions (e.g. performance deadline) of the contract, even if the financial impact is nil or negative. Any commitment, change or agreement that deviates from the conditions in the Tender Specifications and that has not been notified by the contracting authority, will be considered null and void.

4.2 Subcontractors (Art. 12 to 15)

The fact that the contractor entrusts all or part of his commitments to subcontractors does not relieve him of liability to the contracting authority. The latter does not recognise any contractual relation with third parties.

The contractor remains, in any case, solely liable to the contracting authority.

The service provider commits to having the procurement contract performed by the persons indicated in the tender, except for force majeure. The persons mentioned or their replacements are all deemed to effectively be involved in the performance of the procurement contract. Any replacements must be approved by the contracting authority.

When the contractor uses a subcontractor to carry out specific processing activities on behalf of the contracting authority, the same data protection obligations as those of the contractor are imposed on that subcontractor by contract or any other legal act.

In the same way, the contractor will respect and enforce to his subcontractors, the provisions of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal

data and on the free movement of such data (General Data Protection Regulation, GDPR). The contracting authority may conduct an audit of the processing carried out in order to validate compliance with this legislation.

4.3 Confidentiality (art. 18)

The knowledge and information gathered by the tenderer under the framework of this public contract is strictly confidential.

Under no circumstances can the information collected, regardless of its origin and nature, be transferred to third parties in any form.

The tenderer is therefore bound by the duty of discretion.

In accordance with Article 18 of the Royal Decree of 14 January 2013 establishing the general rules for public procurement, the tenderer undertakes to consider and process in a strictly confidential manner any information, all facts, any documents and/or any data, whatever their nature and support, which have been communicated to him, in any form and by any means, or to which he has access, directly or indirectly, in the context or on the occasion of this public contract. Confidential information covers, in particular, the very existence of this public contract, without this list being limited.

Therefore, he undertakes to:

- Respect and enforce the strict confidentiality of these elements and to take all necessary precautions in order to preserve their secrecy (these precautions cannot in any case be inferior to those taken by the tenderer for the protection of his own confidential information);
- Consult, use and/or exploit, directly or indirectly, all of the above elements only to the extent strictly necessary to prepare and, if necessary, to carry out this public contract (particularly in accordance with the privacy legislation with respect to personal data processing);
- Not reproduce, distribute, disclose, transmit or otherwise make available to third parties the above elements, in whole or in part, and in any form, unless having obtained prior and written consent of the contracting authority.
- Return, at the first request of the contracting authority, the above elements.
- In general, not disclose directly or indirectly to third parties, whether for advertising or any other reason, the content of this public contract.

4.4 Protection of personal data

4.4.1 Processing of personal data by the contracting authority

The contracting authority undertakes to process the personal data that are communicated to it in response to the Call for Tenders with the greatest care, in accordance with legislation on the protection of personal data (General Data Protection Regulation, GDPR). Where the Belgian law of 30 July 2018 on the protection of natural persons regarding the processing of personal data contains stricter provisions, the contracting authority will act in accordance with said law.

4.4.2 PROCESSING OF PERSONAL DATA BY A SUBCONTRACTOR

During contract performance, the contractor may process personal data of the contracting authority exclusively in the name and on behalf of the contracting authority, for the sole

purpose of performing the services in accordance with the provisions of the Tender Specifications or in execution of a legal obligation.

For any processing of personal data carried out in connection with this public contract, the contractor is required to comply with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (GDPR) and the Belgian law of 30 July 2018 on the protection of natural persons with regard to the processing of personal data.

By simply participating in the contracting process, the tenderer certifies that he will strictly comply with the obligations of the GDPR for any processing of personal data conducted in connection with that public contract.

The personal data that will be processed are confidential. The contractor will therefore limit access to data to the strictly necessary personnel for the performance, management and monitoring of the public contract.

For the performance of the public contract, the contracting authority will determine the purposes and means of processing personal data. In this case, the contracting authority will be responsible for the processing and the contractor will be its processor, within the meaning of Article 28 of the GDPR.

Processing carried out on behalf of a controller must be governed by a contract or other legal act that is binding on the processor with regard to the personal data controller and that sets out that the subcontractor acts only on the instruction of the person in charge of the processing and that the confidentiality and security obligations regarding the processing of personal data are also the responsibility of the subcontractor Article 28 §3 of the GDPR).

4.5 Intellectual property (Art. 19 to 23)

The contracting authority does not acquire the intellectual property rights created, developed, or used during performance of the procurement contract.

Without prejudice to clause 1 and unless otherwise stipulated in the procurement documents, when the subject-matter of the procurement contract consists of the creation, manufacture, or the development of designs or of logos, the contracting authority acquires the intellectual property thereof, as well as the right to trademark them, to have them registered and to have them protected.

For domain names created under the procurement contract, the contracting authority also acquires the right to register and protect them, unless otherwise stipulated in the procurement documents.

When the contracting authority does not acquire the intellectual property rights, it obtains a patent license of the results protected by intellectual property law for the exploitation modes that are mentioned in the procurement documents.

The contracting authority lists the exploitation modes for which it intends to obtain a license in the procurement documents.

4.6 Performance bond (Art. 25 to 33)

For this procurement contract a performance bond is not required.

4.7 Conformity of performance (Art. 34)

The works, supplies and services must comply in all respects with the procurement documents.

Even in the absence of technical specifications in the procurement documents, the works, supplies and services must comply in all aspects with good practice.

4.8 Changes to the procurement contract (Art. 37 to 38/19)

4.8.1 Replacement of the contractor (Art. 38/3)

Provided that he meets the selection and exclusion criteria set out in this document, a new contractor may replace the contractor with whom the initial procurement contract was agreed in cases other than those provided for in Art. 38/3 of the General Implementing Rules (GIR).

The contractor submits his request as quickly as possible by registered post, stating the reasons for this replacement and providing a detailed inventory of the state of supplies and services already performed, the new contractor's contact details and the documents and certificates which the contracting authority cannot access free of charge.

The replacement will be recorded in an amendment dated and signed by all three parties. The initial contractor remains liable to the contracting authority for the performance of the remainder of the procurement contract.

4.8.2 Adjusting the prices (Art. 38/7)

For this procurement contract, price reviews are not permitted.

4.8.3 Indemnities following the suspensions ordered by the contracting authority during performance (Art. 38/12)

The contracting authority reserves the right to suspend the performance of the procurement contract for a given period, mainly when it considers that the procurement contract cannot be performed without inconvenience at that time.

The performance period is extended by the period of delay caused by this suspension, provided that the contractual performance period has not expired. If it has expired, the return of fines for late performance will be agreed.

When activities are suspended, based on this clause, the contractor is required to take all necessary precautions, at his expense, to protect the services already performed and the materials from potential damage caused by unfavorable weather conditions, theft, or other malicious acts.

The contractor has a right to damages for suspensions ordered by the contracting authority when:

- The suspension lasts in total longer than one twentieth of the performance time and at least ten working days or two calendar weeks, depending on whether the performance time is expressed in working days or calendar days.
- The suspension is not due to unfavorable weather conditions.
- The suspension occurred during the contract performance period.

Within thirty days of their occurrence or the date on which the contractor or the contracting authority would normally have become aware of them, the contractor reports the facts or circumstances succinctly to the contracting authority and precisely describes their impact on the progress and cost of the procurement contract.

4.8.4 Unforeseen circumstances

As a rule, the contractor is not entitled to any modification of the contractual terms due to circumstances of which the contracting authority was unaware.

A decision of the Belgian State to suspend cooperation with a partner country is deemed to be unforeseeable circumstances within the meaning of this article. Should the Belgian State break off or cease activities which implies therefore the financing of this procurement contract, Enabel will do everything reasonable to agree a maximum compensation figure.

4.9 Preliminary technical acceptance (Art. 42)

The contracting authority reserves the right to demand an activity report at any time of the assignment to the service provider (meetings held, persons met, institutions visited, summary of results, problems encountered and unresolved issues, deviations from the planning and deviations from the ToR...).

4.10 Performance modalities (Art. 146 et seq.)

4.10.1 Deadlines and terms (Art. 147)

The services must be performed within five months starting 10 days as from the day after the date on which the service provider received the contract conclusion notification letter.

4.10.2 Place where the services must be performed and formalities (Art. 149)

The services will be performed in Tanzania.

4.11 Inspection of the services (Art. 150)

If during contract performance irregularities are found, the contractor will be notified about this immediately by fax or e-mail, which will be confirmed consequently by registered letter. The contractor is bound to perform the non-complying services again.

The service provider advises the managing official by registered post or e-mail showing the exact date of dispatch, at which date the services can be controlled.

4.12 Liability of the service provider (Art. 152-153)

The service provider takes the full responsibility for mistakes and deficiencies in the services provided.

Moreover, the service provider indemnifies the contracting authority against damages for which it is liable towards third parties due to late performance of the services or due to failure of the service provider.

4.13 Zero tolerance Sexual exploitation and abuse

In application of Enabel's Policy regarding sexual exploitation and abuse of June 2019 there will be zero tolerance towards any misconduct that could impact the professional credibility of the tenderer.

4.14 Means of action of the contracting authority (Art. 44-51 and 154-155)

The service provider's default is not solely related to services as such but also to the whole of the service provider's obligations.

To avoid any impression of risk of partiality or connivance in the follow-up and control of the performance of the procurement contract, it is strictly forbidden to the service provider to offer, directly or indirectly, gifts, meals or any other material or immaterial advantage, of whatever value, to the employees of the contracting authority who are concerned, directly or

indirectly, by the follow-up and/or control of the performance of the procurement contract, regardless of their hierarchical rank.

In case of violation, the contracting authority may impose a lump-sum fine to the service provider for each violation, which can be up to three times the amount obtained by adding up the (estimated) values of the advantage offered to the employee and of the advantage that the contractor hoped to obtain by offering the advantage to the employee. The contracting authority will decide independently about the application and the amount of this fine.

This clause is without prejudice to the possible application of other measures as of right provided in the GIR, namely the unilateral termination of the procurement contract and/or the exclusion of procurement contracts of the contracting authority for a determined duration.

4.14.1 Failure of performance (Art. 44)

§1 The contractor is in failure of performance under the procurement contract:

1° when the delivery is not carried out in accordance with the conditions specified in the procurement documents.

2° at any time, when the delivery has not progressed in such a way that it can be fully completed on the due dates.

3° when he does not observe written orders, which are given in due form by the contracting authority.

§2 Any failure to comply with the provisions of the procurement contract, including the non-observance of orders of the contracting authority, is recorded in a report ('process verbal'), a copy of which will be sent immediately to the contractor by registered mail.

The contractor must repair the defects without any delay. He may assert his right of defense by registered letter addressed to the contracting authority within fifteen days from the date of dispatch of the report (process verbal). Silence on his part after this period shall be deemed as acknowledgement of the reported facts.

Any defects detected that can be attributed to the contractor render him liable to one or more of the measures provided for in Articles 45 to 49, 154 and 155.

4.14.2 Fines for delay (Art. 46 and 154)

The fines for delay differ from the penalties referred to in Article 45. They are due, without the need for notice, by the mere lapse of the performance term without the issuing of a report and they are automatically applied for the total number of days of delay.

Without prejudice to the application of fines for delay, the contractor continues to guarantee the contracting authority against any damages for which it may be liable to third parties due to late performance of the procurement contract.

4.14.3 Measures as of right (Art. 47 and 155)

§1 When, upon expiry of the term given in Article 44, §2, the contractor has not acted or has presented means deemed unjustified by the contracting authority, the contracting authority may apply the measures as of right described in paragraph 2.

However, the contracting authority may apply measures as of right without waiting for the expiry of the term given in Article 44, §2, when the contractor has explicitly recognized the defects found.

§2 The measures as of right are:

1° Unilateral termination of the procurement contract. In this case the entire performance bond, or if no bond has been posted an equivalent amount, is acquired as of right by the contracting

authority as lump sum damages. This measure excludes the application of any fine for delay in performance in respect of the terminated part.

2° Performance under regie of all or part of the non-performed procurement contract.

3° Conclusion of one or more replacement procurement contracts with one or more third parties for all or part of the procurement contract remaining to be performed.

The measures referred to in 1°, 2° and 3° will be taken at the expense and risk of the defaulting contractor. However, any fines or penalties imposed during the performance of a replacement procurement contract will be borne by the new contractor.

4.15 End of the procurement contract

4.15.1 Acceptance of the services performed (Art. 64-65 and 156)

The managing official will closely follow up the services during performance.

According to the situation, provisional acceptance is provided upon the completion of service delivery of the procurement contract, and, on expiry of a warranty period, final acceptance is provided marking full completion of the procurement contract. Provisional acceptance will be established every 2 months.

The contracting authority disposes of a verification term of thirty days starting on the final or partial end date of the services, set in conformity with the modalities in the procurement documents, to carry out the acceptance formalities and to notify the result to the service provider. This term commences provided that the contracting authority possesses, at the same time, the list of services delivered or the invoice. Upon expiry of the thirty-day term following the date stipulated for completion of the entirety of the services, depending on the case, an acceptance report or a refusal of acceptance report will be drawn up.

Where the services are completed before or after this date, it is the responsibility of the service provider to notify the managing official by registered letter, and at the same time to ask for the acceptance procedure to be carried out. Within thirty days after the date of receipt of the service provider's request, an acceptance or a refusal of acceptance report will be drawn up, depending on the case.

The acceptance specified above is final.

4.16 Invoicing and payment of services (Art. 66 to 72 – 160)

The contractor sends (one copy only of) the invoices and the contract acceptance report (original copy) referenced with TZA22002-10076 to the following address:

**Enabel Representation
14/15 Masaki, Haile Selassie Road
Oasis Office Park, 4th Floor.
P.O Box 23209
Dar es Salaam,**

Tanzania

Only services that have been performed correctly may be invoiced.

The contracting authority disposes of a verification term of thirty days starting on the end date for the services, set in conformity with the modalities in the procurement documents, to carry out the technical acceptance and provisional acceptance formalities and to notify the result to the service provider.

The amount owed to the service provider must be paid within thirty days with effect from the expiry of the verification term or with effect from the day after the last day of the verification term, if this is less than thirty days. And provided that the contracting authority possesses, at the same time, the duly established invoice and any other documents that may be required.

If necessary, state which documents. Where no other document is required, this sentence may be deleted.

When the procurement documents do not provide for any separate debt claim, the invoice will constitute the debt claim.

The invoice must be in EUROS.

Enabel is exempted for VAT in Tanzania.

No advance may be asked by the contractor and the payment will be made in instalments as follow:

Deliverable	Percentage of payment
Inception report	20%
First COVE transformation framework	50%
Final draft and activity report	30%

4.17 Litigation (Art. 73)

The competent courts of Brussels have exclusive jurisdiction over any dispute arising from the performance of this procurement contract. French or Dutch are the languages of proceedings.

The contracting authority will in no case be held liable for any damage caused to persons or property as a direct or indirect consequence of the activities required for the performance of this procurement contract. The contractor indemnifies the contracting authority against any claims for compensation by third parties in this respect.

In case of 'litigation', i.e. court action, correspondence must (also) be sent to the following address:

Enabel, public-law company

Legal unit of the Logistics and Acquisitions service (L&A)

To the attention of Mrs Inge Janssens

rue Haute 147

1000 Brussels

Belgium

5 Terms of Reference

REQUIREMENTS FOR THE SERVICES AND THE DELIVERABLES

5.1 Technical methodology

The Contractor shall provide the services and the deliverables as specified hereafter by applying a technical methodology, which factors in the following aspects.

Introduction and Background information

In July 2023, Tanzania and the Kingdom of Belgium signed a cooperation agreement of five years (2023-2028) code named Wezesha Binti. The overarching objective of this cooperation is to empower young people, especially young women, to thrive in a protective, gender-equal environment, gaining education and skills that lead to decent work opportunities. The program is structured around three key thematic pillars, integrating secondary education, skills development, and a focus on creating an inclusive, gender-equal environment to ensure lasting social and economic improvements for girls and young women.

Wezesha Binti and Inclusive Green and Smart Cities Projects

Enabel, the Belgian Development Agency, is implementing its bilateral programme Wezesha Binti (2023-2027) in Kigoma, Tanzania. This programme comprises three key result areas:

- Secondary education for marginalised youth, particularly girls, in a supportive and safe learning environment.
- Skills development and entrepreneurship for decent work, focusing on marginalized groups, particularly women.
- A protective and gender-equal environment to foster equitable access to education and work opportunities.

In parallel, Enabel is also implementing the Inclusive Green and Smart Cities Project (2023-2026) funded by the European Union in Mwanza, Pemba, and Tanga. The project focuses on improving business development services, access to financial services, and strengthening value chains in key sectors by enhancing the relevance and quality of skills development and entrepreneurship promotion.

Central and critical to both programmes are the role of TVET in promoting decent employment for youth by equipping them with relevant skills, knowledge, and competencies needed in the labor market. Hence, the two projects aim to improve the skills and entrepreneurship opportunities for youth, especially women, by collaborating with Vocational Education and Training (VET) centres in multiple regions. Both programmes are supporting a total of twelve VET centres. The goal is to support transforming these centres into the Centre of Vocational Excellence (CoVE) in line with the European Training Foundation (ETF) model. This will enhance the institutions' capacity to deliver market-relevant skills training and promote sustainable public-private partnerships (PPP) linkages.

Strategic Focus and Objectives

The program supports partner VTCs in adopting the CoVE model to enhance their market responsiveness, strengthen governance, and deepen collaboration with the private sector. The aim is to create vocational centres that deliver high-quality, relevant training, leading to increased employment opportunities, especially for marginalized groups and young women; Prioritizes empowering young women (aged 14-29) by establishing learning pathways that enhance their access to decent and green jobs and entrepreneurship opportunities. The Wezesha Binti project aligns closely with this vision, particularly within

its second result domain, which emphasizes skills development, employment, and entrepreneurship for decent work. This approach aims to improve the quality of vocational education and training (VET), promote entrepreneurship, and create sustainable employment opportunities in green sectors, addressing climate change and fostering inclusive growth.

Justification for the Activities

- **Transforming Vocational Training Centres (VTCs) into CoVE**

The transformation of VTCs into CoVE is essential to align with the global trends in VET and to respond to the evolving needs of the labour market. The Wezesha Binti and Inclusive Green and Smart Cities Projects emphasize on improving the quality and relevance of skills training to promote decent work opportunities, particularly for marginalised groups such as women and youth.

The CoVE model, developed by the ETF, provides a structured framework to enhance the quality of VET provision by improving teaching and learning, fostering strong partnerships with the private sector, and strengthening governance and funding mechanisms. This model aims to elevate the VTCs to internationally recognized standards of excellence, positioning them as key players in national economic development and employment creation.

Given the current challenges faced by VTCs in Tanzania, such as limited resources, outdated curricula, and weak links to the labour market, the transition to CoVE will be critical in making these centres more market-responsive and sustainable. The CoVE transformation will also enhance the centres' ability to create sustainable PPP, engage in income-generating activities, and offer training that directly meets the needs of local and regional employers.

This transformation aligns with the broader objectives of Enabel's bilateral cooperation program and supports the Tanzanian government's commitment to providing relevant, and high-quality vocational trainings. It will also promote green skills and entrepreneurship, which are essential in the context of climate change and the need for sustainable development.

Objectives of the assignment

- **Overall Objective**

The overall objective of the assignment is to support the transformation of the partner Vocational Training Centres (VTCs) into CoVE, aligned with the ETF CoVE model. This transformation will be achieved through assessment of the centres and providing capacity building.

- **Specific Objectives**

1. **Contextualize the ETF CoVE Criteria:** The assignment seeks to adapt the ETF CoVE criteria to the Tanzanian context by assessing the current state of the selected VTCs. The criteria focus on three core dimensions:
 - **Teaching and Learning:** Enhancing the quality of education through updated curricula, improved teaching methods, and modern equipment.
 - **Partnerships and Collaboration:** Building strong linkages with the private sector, fostering PPP, and creating income-generating activities for sustainability.
 - **Governance and Funding:** Strengthening the governance structures of the VTCs and improving their financial management to ensure long-term sustainability and autonomy.
2. **Validate the CoVE readiness assessment reports:** The projects conducted CoVE readiness assessment for the 12 VTCs. The assignment will engage stakeholders to validate these reports ensuring that they speak to the status in the gaps and confirm the

identified priorities.

3. **Develop Roadmaps for Transformation:** Based on the assessment reports, create detailed roadmaps for each VTC to guide their transformation into Centres of Vocational Excellence. These roadmaps will provide clear recommendations and strategies for addressing gaps, strengthening institutional capacity, and aligning training with the needs of the labour market and private sector engagement. The roadmaps will include, but not limited to, short-term, medium-term, and long-term objectives, processes, and tools tailored to each centre's specific context.
4. **Enhance the Management Capacities of VET Leaders/ staff:** Deliver targeted management training to equip VTC managers, heads of departments, and key staff with the skills and knowledge required to lead their institutions effectively. The training will focus on strategic planning, financial sustainability, stakeholder engagement, and responsiveness to market needs in addition to any other needed skills based on the assessment.

Scope of the assignment

The scope of the assignment encompasses validation of the assessment that has been done in the VTCs, based on the reports and the proposed actions that the centres will implement, support the development of roadmaps to transition the partner centres into CoVE inspired by the ETF model; and build capacity to manage the institutions and monitor the progress through regular participatory self-assessments.

This assignment will be conducted in close collaboration with the Wezesha Binti and Inclusive Green and Smart Cities Projects' teams, ensuring that the transformation of the target VTCs supports the broader goals of these initiatives, which aim to enhance employability and employment for young people especially women through enhanced quality and relevancy of skills development.

Target VTCs

The assignment will focus on 12 partner VTCs located in various regions of Tanzania. These centres have been selected based on their participation in the Wezesha Binti and Inclusive Green and Smart Cities Projects.

The target centres include:

- VETA Centres in Buhigwe, Kasulu, Kigoma, Mwanza, and Tanga
- FDC Centres Kasulu and Kibondo
- FETA in Kigoma and Mwanza
- MATI Mubondo.
- VTA Centres in Pemba (Daya and Vitongoji)

Key Stakeholders

The success of the assignment depends on the active participation and engagement of a wide range of stakeholders who have a vested interest in the transformation of the VTCs. The key stakeholders include:

- VTCs Management Teams;
- Teaching and Non-Teaching Staff;
- Private Sector Partners;
- Government Institutions: Key government agencies, including the Vocational Education and Training Authority (VETA), the National Council for Technical Education (NACTVET will be involved in guiding the strategic direction of the VTCs and ensuring compliance with national standards;
- Development Partners; and

- Local Communities.

Key Tasks and Responsibilities

The contractor will be responsible for the development of a set of activities aimed at transforming the selected VTCs into CoVE in a participatory manner with the centres and relevant stakeholders. The following key tasks and responsibilities will guide the successful completion of this assignment:

CoVE Assessment Report validation

The contractor is required to carry validate the reports from the assessment carried out in the 12 partner VTCs inspired by the ETF CoVE model as a guiding framework adapted to the Tanzania context. The specific tasks for this phase include:

- **Review the ETF CoVE Criteria and Indicators:** Familiarize with and contextualize the ETF CoVE model criteria and indicators to ensure they are relevant and applicable to the Tanzanian context.
- **Review the report from the Institutional Assessments conducted:** Working with the relevant stakeholders, validate the assessment report that was done in the 12 partner institutions in terms of capacity, resources, performance, partnerships with the private sector and the effectiveness of their governance structures.
- **Identify Gaps and Areas for Improvement:** Based on the assessment, identify critical gaps in the VTCs' current setup, particularly in terms of their ability to provide market-relevant training, collaborate with industry, management and achieve financial sustainability. The gaps should be categorized under the CoVE dimensions.
- **Consult Key Stakeholders:** Engage with centre management, staff, private sector partners, government authorities, and development partners to collect input and validate findings from the assessment. This will ensure that all relevant perspectives are considered in the development of the baseline of the roadmaps.

Training on Vocational Training Institution Management

To ensure the long-term sustainability and effectiveness of the VTCs, the contractor will provide management training for the leadership teams of the centres. This training will enhance the capacity of the centre managers, heads of departments, and key staff to effectively manage their institutions in alignment with CoVE standards. The key tasks include:

- **Design and Deliver Training Programmes:** Develop a participatory and practical training programme focused on key aspects of institutional management, including strategic planning, financial sustainability, partnership development, and labour market responsiveness. The training should include case studies, simulations, and good practices from other Centres of Excellence.
- **Focus on PPP:** Provide specific training on how to develop and manage effective Public-Private Partnerships. This will enable VTC managers to foster stronger linkages with industry, ensuring that the training provided aligns with current and future market demands.
- **Strengthen Financial and Administrative Management:** Equip the VTC managers with the skills necessary to improve financial management practices, enhance the centres' autonomy, and develop income-generating activities that contribute to their financial sustainability.
- **Management in Vocational Training institutions:** The training should include practical approaches to identifying and solving management problems within the VTCs, enabling managers to address the unique challenges faced by their institutions.

Roadmap Development for Transformation

Following the CoVE assessments and management training, the contractor will facilitate the development of roadmaps for each VTC, outlining the steps required to transform them into

Centres of Vocational Excellence. The roadmaps will provide a clear strategic direction for each centre and will prioritize actions for implementation. The key tasks include:

- **Develop Tailored Roadmaps:** For each of the 12 VTCs, create a detailed roadmap that outlines the short-term, medium-term, and long-term steps needed to achieve CoVE status. The roadmaps should include specific milestones and performance indicators related to teaching and learning, partnerships, and governance; developing actions on mobilizing resources (both internal and external) to support the implementation of the plans; strategies for promoting green skills and entrepreneurship
- **Prioritize Actions for Immediate and Long-Term Impact:** Based on the gaps identified recommend priority actions that each centre should undertake to improve its capacity and performance. These actions should focus on areas such as curriculum reform, trainer development, gender and inclusion, digitalization, greening, and strengthening partnerships with the private sector among others.
- **Stakeholder Validation and Endorsement:** Present the draft roadmaps to key stakeholders, including VTC management, private sector partners, and government authorities, for validation and endorsement. Their input will be critical in refining the roadmaps and ensuring that they are feasible and aligned with the broader objectives of the Wezesha Binti and Inclusive Green and Smart Cities Projects.
- **Self-assessment tools and procedures:** Develop a guide and tools for self-assessment by the partner institutions for measuring the transitioning process and achievement of milestones.

Deliverables

The successful completion of this assignment will result in the following key deliverables, which are integral to the transformation of the VTCs into CoVE. Each deliverable will be subject to review and approval by Enabel and relevant stakeholders to ensure alignment with the strategic objectives of the Wezesha Binti and Inclusive Green and Smart Cities Projects.

Inception Report

The contractor will submit an Inception Report within the first week of the assignment. The report will outline the following:

- **Detailed Work Plan:** A comprehensive work plan that includes timelines, key milestones, and a breakdown of activities for the assignment's entire duration.
- **Methodology:** A description of the methodologies to be employed for the CoVE assessments, stakeholder consultations, and the development of roadmaps and tools to be used in data collection, verification, assessments etc. This section should also include how the contractor plans to adapt the ETF CoVE model to the local context.
- **Resource Mobilization Strategy:** A plan detailing how resources will be mobilized for the assessment and training activities. This includes human resources, financial resources, and any external technical expertise required.
- **Initial Findings and Observations:** Preliminary insights from early-stage consultations or desk reviews of existing reports and documents related to the selected VTCs.

CoVE Roadmaps

The contractor will in a participatory manner support the development and submission of CoVE Roadmaps for each of the 12 partner VTCs. These roadmaps will serve as strategic guides for the centres' transformation into Centres of Vocational Excellence. The roadmaps will include the following components:

- **Updated assessment report:** A summary of the key findings from the CoVE assessments, including identified gaps in teaching and learning, partnerships, and governance. The report on the assessment that was conducted s will be shared with the successful bidder.

- **Transformation Strategy for five years:** A detailed strategy outlining the short-term, medium-term, and long-term actions required to address the identified gaps and achieve CoVE status. The strategy will be tailored to the specific needs and context of each centre.
- **Milestones and Timelines:** Clear milestones with corresponding timelines for each phase of the transformation process. These milestones should be realistic and measurable, providing a roadmap for continuous improvement.
- **Monitoring and Evaluation Framework:** A framework for monitoring progress towards CoVE status, including key performance indicators (KPIs) and tools for tracking improvements in the areas of teaching, learning, governance, and partnerships. Tools for self-assessment that centres have to conduct to gauge progress.

The CoVE Roadmaps will be validated by relevant stakeholders before their finalization and adoption by the VTCs.

Design and deliver capacity building programme

As part of the assignment, the contractor will be responsible for delivering capacity building and conducting an evaluation of the training provided to the VTCs' management teams. These deliverables will include:

- **Training Modules:** A set of comprehensive training materials and modules designed for VTC managers and staff. The training will focus on key areas such as strategic planning, financial management, partnership development, and labour market responsiveness. The modules will be designed to be practical, participatory, and adaptable to the needs of the centres.
- Trainings will be held in two locations each for five days, attracting the participation of four people per Centre (Centre Manager/Principal, Vice-Principal/Deputy Manager, Training Instructor, Private Sector Partner Representative, and gender focal person)
In Kigoma a five day training will be held for the above participants from seven training institutions; the second training for participants from five centres will be held in Dar es Salam. The trainings will be also attended by Focal persons from NACTVET and VETA.
- **Training Report:** A detailed report summarizing the training activities conducted, including the topics covered, the number of participants, and their roles within the VTCs. The report will also highlight key takeaways from the training sessions and provide an assessment of the participants' engagement and performance.
- **Post-Training Evaluation:** An evaluation of the impact of the training on the management capacity of the VTCs. This will include pre- and post-training assessments to measure improvements in participants' knowledge and skills, as well as feedback from participants on the relevance and quality of the training provided.
- **Recommendations for Further Training:** Based on the post-training evaluation, the contractor will provide recommendations for any additional training or capacity-building activities that may be needed to support the continued development of the VTC management teams.

Expected Results

The successful completion of this assignment is expected to yield transformative results for the selected VTCs, contributing to their transition into fully functioning CoVE. These results will not only strengthen the management of the centres but also ensure that they are well-positioned to deliver high-quality, market-relevant training that supports sustainable economic development and social inclusion.

Strengthening Management of Training Centres

One of the key expected results of this assignment is the strengthening of management capacities within the partner VTCs. This will be achieved through targeted management training, strategic planning, and the implementation of improved governance practices. The specific outcomes include:

- Enhanced Management Skills;
- Improved Decision-Making; Strengthened PPP;
- Enhanced Financial Sustainability.

Roadmaps for VTC Transformation

Another key expected result is the development and implementation of a road map for each VTC, which will provide a clear direction and set of actions to transform the institutions into Centres of Vocational Excellence. The roadmaps will be informed by the CoVE assessment, considering the prioritized elements by centres in their grant proposals to Enabel and outline specific, actionable steps to guide the centres in achieving their objectives.

Location of activities

The assignment will be conducted in Tanzania in Kigoma and Dar es salaam, and final outputs delivered in Dar es salaam.

Time and Duration of the assignment

The contract is foreseen for sixty days (60) starting after tender awarding. The time frame is projected from October 2024 to January 2025. The consultant is required to adhere to the proposed timeline to ensure the timely and effective completion of all activities. The timeline allows for flexibility in terms of stakeholder consultations, assessments, and roadmap development, ensuring that all deliverables are of high quality and meet the expectations of Enabel and other stakeholders.

Assignment Timeline

The overall timeline for the assignment will be divided into the following key phases:

- Inception Phase (1 week):
- CoVE Assessment Phase (4 weeks):
- Training and Capacity Building Phase (3 weeks):
- Roadmap Development Phase (4 weeks):
- Reporting and Submission of Deliverables (2 weeks)

QUALITY MANAGEMENT

The contractor shall ensure quality management through continuous monitoring. This monitoring shall take a quality assurance (QA) approach. This will include on the stakeholder engagement, particularly the involvement of the employers to ensure demand driven skills analysis, the involvement of the assessment and certification agencies for quality assurance, criteria for training programs prioritization, and the competence framework developed.

This QA approach shall be based on the following principles: stakeholder engagement; quality of documents developed and quality assurances processes.

The contractor shall ensure the quality of their service and to monitor the satisfaction of those involved in all aspects of the activities.

Evaluation of the performance will be conducted by the contracting authority on a regular basis to assess the level of the quality of services provided, involved stakeholders and ownership of the outputs by the employers.

The contracting authority will communicate the assessment methodology prior to the evaluation, where applicable.

The Contracting Authority will communicate the outcomes of the evaluation sessions to the Contractor and, if necessary, will ask for actions to be taken. The Contractor can also perform self-evaluation, without the results of it being binding to the Contracting Authority. The Contracting Authority will closely monitor the progress made towards the implementation of the different activities to ensure that the desired level is kept.

PROJECT MANAGEMENT

A kickoff meeting will take place at the start of the performance. The aim will be to discuss with the Contracting Authority the general implementation of the project, the work plan, and the communication with the project management team. The meeting will also aim at clarifying to the Contractor the roles and responsibilities of the Contracting Authority during the implementation.

As required, ad hoc meetings and conference calls will be scheduled and organized by the Contractor during the implementation of a given service request. Prior to each of these meetings/ conference calls the Contractor will submit to the Contracting Authority a summary of any specific points that need to be discussed.

The Contracting Authority's responsibility is to:

- Ensure availability of all relevant information required to ably deliver the assignment.
- Ensure quality control and assurance through close monitoring of the assignment.
- Ensure effective communication between and among all stakeholders.

Daily coordination and management of this consultancy will be by the Thematic expert from Enabel Who is also the contract manager.

Supplementary meetings during the implementation of the specific contracts may be convened at the request of the Contracting Authority to monitor the implementation.

The Contractor shall be required to reply to all queries from the Contracting Authority within two (2) working days, unless agreed otherwise.

Furthermore, the Contractor shall be obliged to ensure that the key experts comply to and follow the instructions given by the Contracting Authority, to allow smooth administration of the activities. The Contractor must also ensure timely and accurate invoicing for services delivered and required reporting.

Without prejudice to any of the outputs/deliverables as outlined above, the Contractor shall on request, provide overview reports with, at a minimum, the following characteristics:

- Frequency: as per the deliverables
- Content, a narrative

The report shall include all relevant references, dates, and the subject of the assignment.

All outputs/deliverables (deliverables for services as the overviews) as outlined will be submitted for approval and endorsement to the contract Manager.

6 Forms

Legal person entity private/public legal body

Fill the form below.

OFFICIAL NAME ②			
ABREVIATION			
MAIN REGISTRATION NUMBER ③			
SECONDARY REGISTRATION NUMBER (if applicable)			
PLACE OF MAIN REGISTRATION	CITY	COUNTRY	
DATE OF MAIN REGISTRATION	DD	MM	YYYY
VAT NUMBER			
OFFICIAL ADDRESS			
POSTCODE	P.O. BOX	CITY	
COUNTRY	PHONE		
BANK ACCOUNT (RIB NUM)			
E-MAIL			
DATE		STAMP	
SIGNATURE OF AUTHORISED REPRESENTATIVE			

-
- ① **Public law body WITH LEGAL PERSONALITY, meaning a public entity being able to represent itself and act in its own name, i.e. being capable of suing or being sued, acquiring, and disposing of property, entering into contracts. This legal status is confirmed by the official legal act establishing the entity (a law, a decree, etc.).**
 - ② **National denomination and its translation in EN or FR if existing.**
 - ③ **Registration number in the national register of the entity.**

Subcontractors

Name and legal form	Address / Registered office	Object

6.1 Tender Forms – prices

By submitting this tender the tenderer commits to performing this public contract in conformity with the provisions of the Tender Specifications TZA22002-10076 and explicitly declares accepting all conditions listed in the Tender Specifications and renounces any derogatory provisions such as his own general sales conditions.

The unit prices and the global prices for each item in the inventory are established relative to the value of these items in relation to the total value of the tender. All general and financial costs as well as the profits are distributed between the various items in proportion to their weight.

The value added tax is dealt with on a separate line in the summary bill of quantities or the inventory, to be added to the tender's value.

The tenderer commits to performing the public contract in accordance with the provisions of the Tender Specifications for the following prices, given in euros and exclusive of VAT:

	Unit Price Man/Day	Quantity days	Total
Team leader		To be filled by tenderer	
Expert 1		To be filled by tenderer	
Expert 2		To be filled by tenderer	
Expert 3		To be filled by tenderer	
TOTAL in euro Excluding VAT		60 days maximum	Euro

	Unit price accommodation/Night	Unit price per diem/day
Unit price accommodation in Dar es salaam and Kigoma	Euro	Euro

VAT percentage	%
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The confidential information and/or the information relating to technical, or business secrets is indicated clearly in the tender.

In annex, the tenderer attaches.....to his tender TZA22002-10076 bid.

Certified true and sincere,

Handwritten original signature(s):

6.2 Declaration on honour – exclusion criteria

Hereby, I / we, acting as legal representative(s) of above-mentioned tenderer, declare that the tenderer does not find himself in one of the following situations:

- 1) The tenderer or one of its 'directors [1]' was found guilty following a conviction by final judgement for one of the following offences:
 - 1° involvement in a criminal organization
 - 2° corruption
 - 3° fraud
 - 4° terrorist offences, offences linked related to terrorist activities or incitement to commit such offence, collusion or attempt to commit such an offence.
 - 5° money laundering or terrorist financing
 - 6° child labour and other trafficking in human beings
 - 7° employment of foreign citizens under illegal status
 - 8° creating a shell company.
- 2) The counterparty which fails to fulfil his obligations relating to the payment of taxes or social security contributions for an amount more than EUR 3 000, except if the counterparty can demonstrate that a contracting authority owes him one or more unquestionable and due debts which are free of all foreseeable liabilities. These debts are at least of an amount equal to the one for which he is late in paying outstanding tax or social charges.
- 3) The counterparty who is in a state of bankruptcy, liquidation, cessation of activities, judicial reorganization or has admitted bankruptcy or is the subject of a liquidation procedure or judicial reorganization, or in any similar situation resulting from a procedure of the same kind existing under other national regulations.
- 4) When Enabel can demonstrate by any appropriate means that the counterparty or any of its directors has committed serious professional misconduct which calls into question his integrity.

Are also considered such serious professional misconduct:

- a. A breach of Enabel's Policy regarding sexual exploitation and abuse – June 2019
- b. A breach of Enabel's Policy regarding fraud and corruption risk management – June 2019
- c. A breach of a regulatory provision in applicable local legislation regarding sexual harassment in the workplace
- d. The counterparty was seriously guilty of misrepresentation or false documents when providing the information required for verification of the absence of grounds for exclusion or the satisfaction of the selection criteria or concealed this information.
- e. Where Enabel has sufficient plausible evidence to conclude that the counterparty has committed acts, entered into agreements, or entered arrangements to distort competition.

The presence of this counterparty on one of Enabel's exclusion lists because of such an act/agreement/arrangement is sufficiently plausible an element.

- 5) When a conflict of interest cannot be remedied by other, less intrusive measures.
- 6) When significant or persistent failures by the counterparty were detected during the execution of an essential obligation incumbent on him in the framework of a previous contract, a previous contract placed with another contracting authority, when these failures have given rise to measures as of right, damages, or another comparable sanction.

Also, failures to respect applicable obligations regarding environmental, social and labour rights, national law, labour agreements or international provisions on environmental, social and labour rights are considered 'significant'.

The presence of the counterparty on the exclusion list of Enabel because of such a failure serves as evidence.

- 7) Restrictive measures have been taken vis-à-vis the counterparty with a view of ending violations of international peace and security such as terrorism, human-rights violations, the destabilization of sovereign states and de proliferation of weapons of mass destruction.

The counterparty or one of its directors are on the lists of persons, groups or entities submitted by the United Nations, the European Union and Belgium for financial sanctions:

For the United Nations, the lists can be consulted at the following address:

<https://finances.belgium.be/fr/tresorerie/sanctions-financieres/sanctions-internationales-nations-unies>

For the European Union, the lists can be consulted at the following address:

<https://finances.belgium.be/fr/tresorerie/sanctions-financieres/sanctions-europ%C3%A9ennes-ue>

https://eeas.europa.eu/headquarters/headquarters-homepage/8442/consolidated-list-sanctions_en

https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-01-17-clean.pdf

For Belgium:

https://finances.belgium.be/fr/sur_le_spf/structure_et_services/administrations_generales/tr%C3%A9sorerie/contr%C3%B4le-des-instruments-1-2

- 8) << If Enabel executes a project for another funder or donor, other grounds for exclusion may be added.

6.3 Integrity statement for the tenderers

Hereby, I / we, acting as legal representative(s) of above-mentioned tenderer, declare the following:

- Neither members of administration or employees, or any person or legal person with whom the tenderer has concluded an agreement in view of performing the public contract, may obtain or accept from a third party, for themselves or for any other person or legal person, an advantage appreciable in cash (for instance, gifts, bonuses or any other kind of benefits), directly or indirectly related to the activities of the person concerned for the account of Enabel.
- The board members, staff members or their partners have no financial or other interests in the businesses, organisations, etc. that have a direct or indirect link with Enabel (which could, for instance, bring about a conflict of interests).
- I have / we have read and understood the articles about deontology and anti-corruption included in the Tender Documents (see 1.7.), as well as *Enabel's Policy regarding sexual exploitation and abuse* of June 2019 and *Enabel's Policy regarding fraud and corruption risk management* of June 2019 and I / we declare fully endorsing and respecting these articles.

If above-mentioned public contract is awarded to the tenderer, I/we declare, moreover, agreeing with the following provisions:

- In order to avoid any impression of risk of partiality or connivance in the follow-up and control of the performance of the public contract, it is strictly forbidden to the public contractor (i.e. members of the administration and workers) to offer, directly or indirectly, gifts, meals or any other material or immaterial advantage, of whatever value, to the employees of Enabel who are concerned, directly or indirectly, by the follow-up and/or control of the performance of the public contract, regardless of their hierarchical rank.
- Any (public) contract will be terminated, once it appears that contract awarding, or contract performance would have involved the obtaining or the offering of the above-mentioned advantages appreciable in cash.
- Any failure to comply with one or more of the deontological clauses will be considered as a serious professional misconduct which will lead to the exclusion of the contractor from this and other public contracts for Enabel.
- The public contractor commits to supply, upon the demand of the contracting authority, any supporting documents related to the performance conditions of the contract. The contracting authority will be allowed to proceed to any control, on paperwork or on site, which it considers necessary to collect evidence to support the presumption of unusual commercial expenditure.

Finally, the tenderer takes cognisance of the fact that Enabel reserves the right to lodge a complaint with the competent legal instances for all facts going against this statement and that all administrative and other costs resulting are borne by the tenderer.

Signature preceded by 'read and approved', in writing, and indication of name and function.

of the person signing:

..... Place, date.

6.4 Selection file

3) References

The tenderer includes in his tender certificates of completion for 2 similar services (nature and amount) delivered over the past 3 years. The certificates must be signed by the contracting authorities or private client.

4) Proposed team to tender the contract.

The tenderer will join to his bid the CV's of the consultancy team comprising of a minimum of four consultants (with 1 lead consultant). The team is expected to have the following key qualifications and experience (as a whole):

Mandatory minimum requirements for the Team leader and his team:

The successful execution of this assignment requires a national or regional consultant or consultancy firm with experience in Technical and Vocational Education and Training (TVET), skills development, and institutional transformation. The consultant must demonstrate the necessary expertise, experience, and knowledge to effectively support the selected VTCs' transformation into CoVE. The consultant will be expected to lead the CoVE assessment validation, training, and roadmap development with a high degree of professionalism and technical competence.

Qualifications:

- A minimum of a master's degree/degree in education, Skills Development, Institutional Management, Business Management, or a related field.
- At least 10 years of professional experience consulting with a specific focus on skills development and institutional transformation with a proven ability to work at both the institutional and system-wide levels. The consultant must have worked on similar assignments involving institutional capacity building and the transformation of TVTCs and experience in Tanzania /East Africa will be an advantage.
- Proven experience in conducting institutional assessments, particularly in the context of transforming VTIs into Centers of Excellence.
- At least five years' experience in designing and delivering capacity-building programs for TVET institutions. The consultant should have experience in training in management, change management, and working with VET institutions (center managers and staff) in areas such as strategic management, financial sustainability, and stakeholder engagement.
- Strong knowledge of the Centre of Excellence and or/vocational excellence model and its application in diverse contexts, preferably in developing countries or regions like Tanzania.
- At least 5 years' experience in developing monitoring and evaluation frameworks to track progress and measure impact.
- Ability to design and facilitate adult learning programs (Andragogy) for managers and senior institutional leaders.
- Excellent in assessment, mentoring, monitoring, and writing and disseminating reports.

Only tenders from tenderers who meet all the selection criteria set at the point 3.5.2 "Selection criteria" are taken into consideration to participate in the comparison of tenders based on the award criteria set out below, subject to the regularity of these tenders.

6.5 Technical file (awarding criteria)

Technical note of maximum 20 pages

6.6 Overview of the documents to be submitted – to be completed exhaustively.

1. Identification form
2. Price form
3. Access declaration
4. Integrity statement
5. Selection file
6. Technical proposition

