

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

Technical cooperation with
Togo

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0. List of abbreviations

AT2ER	Togolese Agency for Renewable Energy and Rural Electrification
AVB	General terms and conditions of contract ('Terms and Conditions') for supplying services and work
CEET	Togolese Company for Electric Energy
CD	Capacity development
DC	Development Cooperation
EU	European Union
MERF	Ministry of Environment and Forest Resources
MG	Mini-Grid
MME	Ministry of Mines and Energy
PPP	Public-Private-Partnership
TC	Technical Cooperation
ToRs	Terms of reference

1. Context

Togo ranks 162nd out of 187 in the Human Development Index (as of 2015). 51% of the population is affected by poverty, 28% live on less than 1.25 USD per day. In the 2014 World Hunger Index, Togo ranked 35 out of 76 countries. Togo continues to suffer from a political crisis and the structural problems are also having an impact on the energy sector. This is particularly visible in rural areas, where the economic potential cannot be exploited due to insufficient energy supply. Bioenergy (wood) continues to be the most widespread form of energy. The Togolese energy sector is characterized by poor infrastructure, connectivity, supply and quality, especially in rural areas. Only about 6% of rural areas are electrified. The urban areas have a 50% electrification rate, making the overall around 25%. In addition, there are high connection costs to existing grids. For the entire energy sector, the framework conditions for a decentralized energy supply are not sufficiently favorable or unclear to the relevant actors. To address this shortcoming, an agency for the promotion of rural electrification and renewable energy (*Agence Togolaise d'Electrification Rurale et des Energies Renouvelables*, AT2ER) has been set up, which is currently being operationalized. Against this background, the foundations for a decentralized and climate-friendly energy supply are inadequate (core problem).

The module objective of the present Technical Cooperation (TC) measure is: "The prerequisites for a decentralized and climate-friendly basic energy supply have been improved."

The achievement of the module objective is measured by the following three indicators:

1. The Togolese Agency for Rural Electrification and Renewable Energy (*Agence Togolaise d'Electrification Rurale et des Energies Renouvelables*, AT2ER) has coordinated the construction and commissioning of three MG
2. 3 documents (Electricity Regulatory Act, draft text supplementing the Forest Act, tender documents for MG installations) agreed between the relevant actors (Directorate-General for Energy, Regulatory Authority of the Electricity Sector, AT2ER) to improve the regulatory environment for basic energy supply (electricity and wood energy) have been drafted, one of which was passed by Parliament
3. 550 additional rural households, of which 135 headed by females, have access to high-quality energy supply technologies:
 - 300 households via connection to a MG
 - 250 households via possession of a pico-PV or solar home system
 - All of the above via improved cookstoves

To achieve these indicators, the TC measure comprises three interrelated fields of action:

- Field of Action 1 (Functioning of the AT2ER - corresponding to Output A) supports the establishment of the newly founded Agency for Rural Electrification and Renewable Energies. As the working areas and processes as well as the responsibilities and tasks of the Agency are not yet clearly defined, the project will include the development of a procedural manual and ensure that the agency has access to basic equipment to carry out its activities.
- In field of Action 2 (revision of framework conditions - corresponding to Output B), the project supports the clarification and adaptation of the framework conditions for the decentralized energy sector (especially mini-grids, MG) in interaction with the key

partners and stakeholders to make the decentralized energy sector interesting for private investment. Thus, tendering procedures for developing MG in Togo will be developed.

- In field of Action 3 -(corresponding to Output C) the TC measure supports market development, product development, business and operator models and pilot plants, both in rural electrification and in the energy wood sector.

The project will operate nationwide and will not be limited to specific regions. The TC measure can be regarded as the basis for further TC interventions but also for future Financial Cooperation programs in the decentralized and renewable energy sector.

The project has a term of 3 years (09/2017 - 08/2020) with funds of the German TC contribution of up to 6,000,000 EUR.

More information on the module implementation hypotheses, background, objectives and indicators can be found in Annex 1, 2 and 3.

The program is seeking consultants to support implementing field of action 2 – (corresponding to Output B in the result matrix) by supporting AT2ER in tendering a batch of MG and by supporting AT2ER to review and adapt the legal and regulatory framework easing the development of decentralized energy production in Togo. Therefore, strong expertise on developing and applying tendering procedures for MG and additional expertise in developing legal and regulatory frameworks in the context of decentralized energy supply is needed.

2. Tasks to be performed by contractors

The contractor is tasked with achieving output B (in the result matrix corresponding to field of Action 2), complying with the associated indicators B.1, B.2 and B.3, contributing to the module objective indicators (especially 1 and 2), and implementing the activities described below. This is to be done under supervision of the ProENERGIE Head of Project and in cooperation with ProENERGIE team members.

Output B: The regulatory framework for decentralized energy supply through renewable energies has improved.

Output Indicators:

- B1. A law regulating the electricity sector, which allows the liberalization of electricity generation, transmission and distribution in rural areas, has been adopted.
- B2. Tender documents for the construction and operation of MG are available.
- B3. A coordinated draft by the Ministry of Forestry and the Environment (MERF) and the Ministry of Energy and Mines (MME) to integrate the topic of wood energy into the forestry law is available.

Key activities:

As described above, the contractor will be tasked with achieving Output B. The activities to be conducted are clustered in two main areas: the elaboration of tender documents for MG and the revision and adaptation of the regulatory and legal framework.

In the field of supporting the regulatory and legal framework, the main activities will compose:

- Training for relevant stakeholders on designing an enabling regulatory framework for decentralized energy solutions;
- Streamlining the MG licensing procedure and drafting of standard licenses for the production and sale of electricity;
- Developing a quality framework for MG including technical standards;
- Clarification of taxation, import duties and other charges for MG developers and develop/draft a regulation;
- Developing /drafting a document to regulate Quality of Service;
- Developing /drafting a document to regulate Environmental Requirements for MG;
- Institutionalize Loan Support and Risk Mitigation Measures for MG developers;
- Liaison with AT2ER, MME and CEET to clarify the National Electrification Planning as a “security” for MG developers;
- Drafting standardized documents for further mini-grid auctions based on insights gained from the pilot tender (Standard PPA for MG, Implementation Agreements, etc.);
- Organization of study tours and lectures with sector recommendations for relevant stakeholders.

The revision and adaptation of the regulatory and legal framework will also focus on Wood Energy. Therefore, one key activity consists in preparing a revision proposal for the forestry law:

- Organization of coordination meetings between MME & MERF in the field of wood energy and adaptation to climate change, preparation of a revision proposal for the forestry law.
- Organization of Workshops and provision of expert support to develop the "plan national de réalisation des infrastructures de production d'électricité à base des sources des énergies renouvelables" foreseen in the 2018 Renewable Energies law.
- Analysis of the Quality Framework (e.g. Standards) for decentralized energy systems currently applied and development of a handbook for minimum requirements for decentralized energy system components and their use in different geographical environments.

In the elaboration of tender documents for MG, the activities shall enable AT2ER to conduct a tender to develop, construct and operate at least three MG in a PPP-approach. Therefore, tendering documents must be drafted according to national requirements and the information to take preliminary decisions to be prepared and clarified (e.g. tariff setting, subsidy scheme, auctioning procedure etc.).

The following are considered as key activities in the field of elaborating tender documents:

- Liaison with different stakeholders to clarify and draft a tariff setting scheme;
- Elaboration of a subsidy analysis;
- Liaison with different stakeholders to clarify and fix an auctioning procedure (1-step, 2-step);

- Liaison with different stakeholders to clarify and fix an evaluation procedure including evaluation criteria;
- Drafting of all relevant Tender Documents;
- Running Tendering Workshops;
- Constant support and backstopping of AT2ER during the tendering and post-tendering process;
- Supervision Tender and MG Implementation;
- Conception of Workshops to support activities, as needed;
- Training for relevant stakeholders in the auctioning procedure, as needed.

A PPP-Model will be defined in an earlier stage. Results of this work and decisions shall be taken into consideration in the implementation of all activities.

Other activities contributing to output B as identified by the contactor and GIZ ProENERGIE may be added during the assignment.

The tasks to be performed (by the contractor) also include processing linkages to the other outputs and implementing other relevant sections of the module proposal, e.g. the methodological approach for the corresponding outputs or dealing with the risks described therein. The tasks also cover cooperation with relevant actors.

Indicator B.2 must be fulfilled in close collaboration with AT2ER and in consultation with the EU-Programme “Projet d'Appui au Secteur de l'Energie”.

An overview of timelines and preliminary activities is given in Annex 4. The activities marked with “additional consultant” are covered by separate contracts to fast-track some preliminary work.

3. Technical-methodological concept

Introduction

Capacity development is the process through which people, organisations and societies – under their own responsibility – mobilise, adapt and expand their capacity to manage their own sustainable development and adapt this to changing conditions. The support provided by external partners to capacity development is intended to facilitate this process and enable the actors involved to expand their proactive management capabilities. The support and advisory services (where appropriate) address various levels in the partner country and are designed to bring on board and strengthen various actors from government, civil society and the private sector in equal measure.

When it receives commissions, GIZ designs the corresponding projects using its Capacity WORKS management model. Projects are understood to be cooperation systems, whose actors – generally GIZ and its partner organisations – have reached agreement on objectives and results. In order to accommodate the various perspectives in the objectives-focused design of the cooperation system, Capacity WORKS employs five success factors: strategy, cooperation, steering structure, processes, and learning and innovation.

Objectives for the bidder

In the bid, the bidder is required to show how the set objectives and results are to be achieved from the aforementioned perspectives (see Chapter 2). The bidder should refer to

the existing documents for ProENERGIE (see annexes) In addition, it must describe the project management system. Repetition of information in existing documents should be avoided. The limits on text length must be observed (see Chapter 7).

3.1. Strategy

Introduction

The cooperation system is successful if the cooperation partners agree on a clear and plausible strategy for achieving the jointly negotiated objectives. The strategy indicates how changes in the partner's system are to be brought about. As systems are driven by people, organisations and society, the strategy must take into account the capabilities they need in order to bring about the desired changes.

Objectives for the bidder

The bidder is required to interpret the objectives for which he/she is responsible and to carefully review the terms of reference. Following this, the bidder presents and justifies the strategy with which he/she intends to achieve the objectives and results for which he/she is responsible (see Chapter 2). The relevant instructions/directives in section 5 of the module proposal (annex 1) and other strategy directives (annex 5) must be taken into account. Repetition of information contained in the description of the implementation approach (see Chapter 3.4) is to be avoided.

Number of pages: 3 (DIN A4)

3.2. Cooperation

Introduction

Good cooperation is based on trust and the negotiation of appropriate forms of collaboration with clearly defined partners and roles. Cooperation partners have specific mandates, capacities and opportunities for exerting influence; specific interests and attitudes with regard to the change objectives, and specific formal or informal relations to other actors.

Objectives for the bidder

The bidder is required to present the actors involved in that part of the cooperation system under the bidder's responsibility and to describe their interactions. The bidder must develop a concept showing how cooperation with these actors is to be set up and put into practice. The relevant instructions/directives in the module proposal (in particular section 4, see annex 1) are to be taken into account.

Number of pages: 3 (DIN A4)

3.3. Steering structure

Introduction

Top-down management decisions do not work in cooperation systems. A steering structure is therefore required that reflects agreements on how participants jointly prepare and take relevant decisions. Such decisions affect the strategic or operative level, resource and conflict management, implementation control and monitoring. In establishing an efficient

steering structure, it is particularly important to take the subsidiarity principle into consideration.

Results-based monitoring systems enable us to observe and steer project development with the focus on results and the achievement of objectives. Ideally, this system can access the data available in the partner country and so avoid creating parallel structures.

Objectives for the bidder

The bidder is required to present and explain its approach to steering the field of action (Output B) in cooperation with the project partners and GIZ ProENERGIE.

The contractor plays an active role in the results-based monitoring of the project. The bidder is therefore required to describe his/her contribution to results-based monitoring and the associated challenges.

Number of pages: 2 (DIN A4)

3.4. Processes

Introduction

The inputs provided by the cooperation partners can be allocated to various joint processes. Service delivery processes relate to the objectives of the cooperation system. Cooperation processes underpin service delivery processes through the coordination of various actors. Learning processes are necessary in order that the actors consider the quality of service delivery and undertake the necessary changes. Support processes are packages of tasks that underpin all the other types of processes. Steering processes form the legal, political and strategic framework for all other types of processes.

Objectives for the bidder

The bidder is required, possibly on the basis of existing project documents (see annexes); to describe briefly the key processes for which he/she is responsible. He/she is to describe the service delivery processes in such detail that it is possible to present and explain a plan of operations for the strategy offered in Chapter 3.1. In so doing, he/she must describe the necessary work steps, give due consideration to and if necessary supplement the milestones in accordance with Chapter 2, and draw up a schedule. The bidder should also outline how the partner contributions can be integrated into the implementation process.

Number of pages: 3 (DIN A4)

3.5. Learning and innovation

Introduction

People, organisations and society must undergo a learning process if the cooperation system is to be capable of reacting to change. Learning and innovation are rooted in knowledge. A knowledge management system in a project or organisation identifies and stores relevant and experiential know-how and prepares this for subsequent exchanges, both with other projects and within the partner organisation.

At societal level, scaling up refers to a consciously selected, targeted impetus for anchoring and disseminating experience and knowledge. Vertical scaling-up involves institutionalising strategies/approaches that have already been successfully piloted. In horizontal scaling up, the piloted strategies/approaches are transferred directly between comparable organisations. Functional scaling-up involves transferring strategies, approaches, methods, and lessons learned etc. to a new context.

Objectives for the bidder

The bidder is required to describe his/her contribution to knowledge management for the partner and GIZ. The following tasks are to be taken into consideration:

- The contractor's experts are actively involved in GIZ's sector networks.
- Capacities of the partner organizations are to be strengthened in a sustainable manner
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring sound knowledge management.

In addition, the bidder is required to present and explain measures that promote horizontal or vertical scaling-up effects.

Number of pages: 1 (DIN A4)

3.6. Project management of the contractor

Objectives for the bidder

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

In derogation from GIZ AVB (2014), the contractor contributes to project progress reviews and concluding reports.

In addition to the reports required by GIZ in accordance with AVB (2014), the contractor submits the following reports in French language:

- Inception Report 2 months after the contract has been signed
- A brief internal, quarterly planning of activities including updates on the implementation status of the project (first report is due 3 months after the inception report)

In its bid, the bidder describes its approach to and the procedure it intends to adopt with respect to coordination with and within the GIZ project.

The bidder is required to draw up a personnel assignment plan with explanatory notes that lists all the experts proposed in the offer; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in Chapter 3.4.

The bidder is required to describe its backstopping concept. The positions for technical and administrative backstopping must be supported through informative, brief CVs.

The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the offer in accordance with GIZ AVB 5.4.

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site.

Number of pages: 4 plus 2 for the CVs of the two backstoppers (DIN A4)

4. Personnel concept

4.1. Requirements of the personnel concept

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

The below specified qualifications represent the requirements to reach the maximum number of points.

Team leader (international Long term expert)

Tasks of the team leader

- Overall responsibility for the advisory package
- Specific responsibility to implement activities related to regulatory and legal framework
- Ensuring the coherence and complementarity of the services of the contractor with other services delivered by ProENERGIE at local and national level
- Strategy, implementation, monitoring and evaluation of capacity development measures for local partners in the area of energy sector regulation
- Personnel management, in particular identifying the need for short-term assignments within the available budget and in cooperation with ProENERGIE, as well as planning and steering assignments and supporting local and international short-term experts
- Ensuring results monitoring is conducted
- Regular reporting in accordance with deadlines
- Responsibility for controlling the use of funds and financial planning in consultation with GIZ ProENERGIE
- Supporting the officer responsible for the commission in updating/adapting the project strategy and in evaluations
- Maintaining close contact to other donors in the sector to streamline interventions and liaise with local partner organizations

Qualifications of the team leader

- Education/training (2.1.1): University qualification (German 'Diplom' or international Masters Degree or equivalent) in Law, Engineering, Political Science, Geography or Economics
- Language (2.1.2): Excellent language skills in French
- General professional experience (2.1.3): 10 years of professional experience in the energy sector
- Specific professional experience (2.1.4): 5 years in Off-grid energy regulation
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in Africa (region), of which 2 years in projects in West Africa
- Development Cooperation (DC) experience (2.1.7): 6 years of experience in DC projects

Technical Expert (Expert 1 - international Long term expert – LZE)

Tasks of the technical expert

- Specific responsibility to implement activities related to Mini-Grid tendering
- Drafting of tender documents
- Running tendering workshops, technical support
- Supervision of the tender and Mini-Grid Implementation
- Strategy, implementation, monitoring and evaluation of capacity development measures for local partners in the area of Mini-Grid tendering
- Supporting the officer responsible for the commission in updating/adapting the project strategy and in evaluations in the field of Mini-Grid tendering
- Maintaining close contact to other donors in the sector to streamline interventions and liaise with local partner organizations in the field of Mini-Grid tendering

Qualifications of the technical expert

- Education/training (2.2.1): University qualification (German 'Diplom' or international Master Degree or equivalent) in Law, Engineering, Political Science, Geography or Economics
- Language (2.2.2): Excellent language skills in French
- General professional experience (2.2.3): 10 years of professional experience in the energy sector
- Specific professional experience (2.2.4): 5 years in Mini-Grid development/tendering
- Regional experience (2.2.6): 3 years of experience in projects in Africa (region)
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

Soft skills of team members

Even though, that these skills are not part of the evaluation grid, in addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner and client-focused working methods
- Interdisciplinary thinking

Two Short-term expert pools:

- 1. International: minimum 2, maximum 3 experts**
- 2. National: minimum 2, maximum 3 experts**

Tasks of the short-term expert pool 1 (International)

- Research and analyses best practices and experiences with off-grid energy regulation in West Africa including their applicability in Togo
- Conducting specialized activities mentioned in chapter 2
- Design drafts of new energy sector regulations and follow up with local partners
- Design drafts of tendering documents and follow up with local partners
- Travel to Togo to conduct trainings on specific issues including the regulation, monitoring and tendering of the off-grid energy sector in Togo (focus Mini-Grids)
- Present results and analyses to ProENERGIE and local partners
- Contribute to fulfilling contract tasks specified in chapter 3

Qualifications of the short-term expert pool 1 (International)

- Education/training (2.6.1): university qualification (German 'Diplom' or international Master or equivalent degree) in law, social sciences, engineering, economics, geography or equivalent)
- Language (2.6.2): very good language skills in French, good language skills in English
- General professional experience (2.6.3): 10 years of experience in the energy sector
- Specific professional experience (2.6.4): 10 years of professional experience in energy sector regulation
- Regional experience (2.6.5): 5 years of experience in Africa
- Development Cooperation (DC) experience (2.6.6): 6 years of experience in DC

Please specify for each proposed expert the topics of work and the number of proposed person month (of the overall budget of the expert pool). Please make sure that all tasks are covered.

Tasks of the short-term expert pool 2 (National)

- Advise long- and short-term consultants on the Togolese energy sector
- Conducting specialized activities mentioned in chapter 2
- Liaise and organize consultations with local partners with and without international consultants, including journeys to the interior of Togo
- Follow up the implementation of activities with local stakeholders from the public sector, private sector, end-users and civil society.
- Present results and analyses to ProENERGIE and local partners
- Contribute to fulfilling contract tasks specified in chapter 3

Qualifications of the short-term expert pool 2 (National)

- Education/training (2.7.1): university qualification in law, social sciences, engineering, economics, geography or equivalent,
- Language (2.7.2): Excellent language skills in French, good language skills in English and local Togolese languages.
- General professional experience (2.7.3): 5 years of experience in the energy sector
- Specific professional experience (2.7.4): 5 years of professional experience in energy sector regulation
- Regional experience (2.7.5): Experience in other African countries
- Development Cooperation (DC) experience (2.7.6): 3 years of experience in DC

Please specify for each proposed expert the topics of work and the number of proposed person month (of the overall budget of the expert pool). Please make sure that all tasks are covered.

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

5.1. Assignment of personnel

Contract duration: From signature of contract till 31.08.2020.

Team leader: On-site assignment for 19 expert months in Togo

Technical Expert: On-site assignment for 19 expert months in Togo

Short-term expert pool (international): total 6 expert months, of which 3 in Togo

Short-term expert pool (national): total 15 expert months in Togo, of which 10 months travel within Togo

12 return flights / mission should be foreseen for the international short-term expert pool and a total of 8 flights for the long-term experts.

National administrative personnel (drivers, office assistants, auxiliary personnel etc.) 38 expert months

5.2. Equipment

A 4x4 car will be provided to the firm of consultant, the insurance is covered by GIZ. The contractor assumes ongoing operating costs of the project vehicle (inspection, gasoline, maintenance, etc.) with a monthly lump sum.

The Firm of Consultants will include a list of suggested equipment and materials to be supplied for the implementation of the activities EUR 30.000 (computer, printer, technical equipment, etc.).

5.3. Supplies (consumables)

Office space will be provided to the Firm of Consultants. A monthly lump sum for operational expenses covering on-going costs for telephone, cell phones, internet, office materials, etc. shall be included in the financial offer.

5.4. Workshops, training

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

- Study tours to develop sector recommendations for relevant stakeholders
- Training for relevant stakeholders on designing an enabling regulatory framework for decentralized energy solutions
- Workshops to discuss different licensing possibilities

- Training for relevant stakeholders in the field of licensing procedure
- Workshops to develop the "plan national de réalisation des infrastructures"
- Coordination meetings between MME & MERF
- Others, as identified by ProENERGIE

Workshop costs are to be covered by the contractor and included in the financial offer (reimbursement upon the presentation of bills for meeting rooms, catering, etc.) of EUR 3.000 per Workshop for a total of up to 13 Workshops.

6. Inputs of the project executing agency and the GIZ

6.1. Inputs of the project executing agency

The team of consultants will be based at the partner agency AT2ER. Therefore, the agency is expected to make the following available:

- Office Space and Meeting Room(s)

6.2. GIZ inputs

GIZ is expected to make the following available:

- One project vehicle in Togo including driver for the duration of the contract, as mentioned in 5.2, including insurance of the car, excluding running costs.

7. Requirements on the format of the offer

The structure of the bid must correspond to the structure of the ToRs. It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in **English** (language). Please note: The working language once the contract has started is French.

The technical-methodological concept of the offer (Chapter 3 of the ToRs) must not exceed 22 pages; the subchapters must not exceed the specified number of pages (see Chapter 3).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the EU format and shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

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

8. Special agreements

The possibility of a follow-up contract with a duration of up to 36 months exists if the project is renewed by the Federal Ministry for Economic Cooperation and Development (BMZ). Furthermore, the following conditions have to be met for a possible contract renewal:

- Satisfactory performance of the contractor
- Conceptual and personal continuity

- Agreement to the price adjustment clause pursuant to section 5.25 of the General Terms and Conditions of Contract

GIZ reserves the right not to use this option and to carry out a new tender.

9. Annexes

1. ProENERGIE Module proposal (German)
2. ProENERGIE updated results matrix (German)
3. ProENERGIE Results model
4. Timeline of Key Activities
5. Togolese Electrification Strategy
6. ProENERGIE Module proposal (French)
7. ProENERGIE updated results matrix (French)