

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

Project title:	Processing number/cost centre:
Rwanda: Enabling the Future of E-Commerce	19.4936.1-001.00
Country:	Transaction number:
Rwanda	81261814
Subject of the tender procedure:	
E-Commerce	

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0. List of abbreviations

B2B	Business-to-Business
B2C	Business-to-Consumer
BMZ	Federal Ministry for Economic Cooperation and Development (bmz.de) (<i>Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung</i>)
CEO	Chief Executive Officer
ECSC	E-Commerce Service Centre(s)
ERP	Enterprise Resource Planning
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (giz.de)
HR	Human Resource(s)
ICT	Information and Communication Technologies
Invest for Jobs	GIZ Special Initiative on Training and Job Creation
iPOSITA	Rwandan National Post Office
KOMP	Cost-output monitoring and forecast
MINICOM	Ministry of Trade and Industry (minicom.gov.rw)
MINICT	Ministry of ICT and Innovation (minict.gov.rw)
MiR	Made in Rwanda
PPP	Public-Private Partnership
RDB	Rwanda Development Board (rdb.rw)
RISA	Rwanda Information Society Authority (risa.rw)
SME	Small and Medium-Sized Enterprises (Rwandan-based goods and services sellers)
ToR	Terms of Reference
WP	Work package

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1. Context

Under the *Special Initiative on Training and Job Creation (Invest for Jobs)*, the German Federal Ministry for Economic Cooperation and Development (BMZ) put together a package of measures to support private sector investments with high impact on employment in Africa. Invest for Jobs is operated by the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* and currently active in seven African countries including Rwanda. GIZ is a German Government-owned enterprise and entrusted with executing some of the German Government's international cooperation activities. GIZ has been operating in Rwanda for more than 40 years, where it is currently active in sustainable economic development and employment promotion, decentralisation, good governance, energy and ICT. In Rwanda, Invest for Jobs identifies, develops and promotes business and investment opportunities for domestic, German and other international companies. GIZ Invest for Jobs is commissioning this assignment on behalf of BMZ and will subsequently be the contracting partner of the successful tenderer.

In 2019, Rwanda had an estimated population of 12.3 million people and a GDP per capita of USD 2,444 purchasing power parity—up from 1,358 in 2010, but still placing the country in the group of the 47 least developed countries. The unemployment rate stood at 15.1% in 2019 (13.5% male, 17.1% female) and underemployment at the Rwandan labour market was 55%, impacting the country's low GDP per capita. 60.5% of the population is below the age of 25 and facing significant challenges entering the formal labour market. 89.6% of the working population are informally employed.

The Rwandan Government has consistently focused on poverty reduction by improving education, infrastructure, domestic and foreign investment. Rwanda's accession to the East African Community in 2007 resulted in increased trade volumes by 13% annually, which reached USD 3.7 billion in 2018. With USD 738 million negative current account balance, Rwanda relies on cash inflows from international partners and its diaspora abroad.

Rwanda is seeking to become a regional leader in ICT and its Government has been implementing corresponding strategies and programmes with the support of international partners. The utilisation of ICT and E-Commerce amongst Rwandan enterprises has improved in recent years, but much remains to be done. Available E-Commerce services in Rwanda include market places and portals, digital marketing and e-payments—to name but a few. In 2018, for example, the Government of Rwanda and the Alibaba Group officially launched the *Electronic World Trade Platform* with the objective of making it easier for Rwandan companies to participate in global trade.

To add thrust to these developments, the BMZ-commissioned the GIZ Programme Promotion of Economy and Employment "*Eco-Emploi*" with the implementation of the *Rwanda: Enabling the Future of E-Commerce* project from 10/2017 – 12/2019 (hereafter referred to as *E-Commerce Project 1*). This project aimed at setting up infrastructures and supportive mechanisms for Rwandan small and medium-sized enterprises (SMEs) to sell goods via a business

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42 to consumer (B2C) E-Commerce marketplace both domestically and cross-border. GIZ de-
fines E-Commerce as the purchase or sale of goods or services online. Payment and the ulti-
mate delivery of the goods or services do not have to be conducted online.

45 The project's cooperation partners were the Rwandan Ministry of Trade and Industry (MINI-
COM) and others from the Rwandan government (e.g. Ministry of ICT and Innovation
(MINICT), the Rwandan Development Board (RDB), and the National Post Office (iPOSITA),
48 the Rwandan ICT Chamber, as well as an international organisation and an international
courier services provider. The international organisation executed the project under a grant
agreement with GIZ from October 2017 to December 2019.

51 In early 2020, the implementing responsibility for the project was transferred internally in GIZ
to the *Invest for Jobs Programme*, as the Eco-Emploi Programme ended its operations in
Dec. 2019. Invest for Jobs will support the E-Commerce project until the end of 2022, which
will hence be referred to as *E-Commerce Project 2*.

54 Following are details on the E-Commerce Project 1 objectives, major areas of intervention
and its achievements until the end of 2019.

57 **E-Commerce Project 1 Objective:** Rwanda's SMEs successfully develop their presence in
local and international E-Commerce channels and have access to improved logistics ser-
vices

E-Commerce Project 1 Areas of Intervention

- 60 1) Building capacities and competencies of domestic E-Commerce marketplace operators,
architects and developers, E-Commerce business development service providers and fu-
63 ture managers in the field of export management, clearing and logistics in support of e-
Commerce users;
- 66 2) Building capacities and competencies of SMEs to utilise E-Commerce for driving sales
domestically and cross-border (online product listing, order fulfilment, customer relation-
ship management, etc.);
- 69 3) Marketing of the E-Commerce marketplaces, particularly the *Made in Rwanda* brand, at
national and international levels;
- 72 4) Establishing an E-Commerce Service Centre in Kigali, to be rolled out to other cities in
Rwanda with the aim of facilitating access to online, transport, packaging and payment
services;
- 75 5) Improving the performance of the logistics sector for product deliveries from suppliers to
online clients.

In total, E-Commerce Project 1 laid the groundwork which E-Commerce Project 2 will build
upon to complete the mission. By-and-large, E-Commerce Project 1 has:

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- 1) Analysed domestic and foreign markets regarding access opportunities for Rwandan SMEs through E-Commerce. Numerous studies, strategies, guides, manuals and training materials were developed and distributed, such as:
 - a) Market research study
 - b) E-Commerce marketing strategy
 - c) Guide to access online market places
 - d) E-Commerce logistics strategy
 - e) Training materials for Rwandan goods/services sellers, coaches, logistics providers IT companies and E-Commerce marketplace operators;
- 2) Built capacities and competencies of Rwandan SMEs, e.g. through a nationwide network of trained coaches;
- 3) Identified suitable goods for domestic and cross-border E-Commerce trade and started developing digital profiles for some of these goods;
- 4) Set up a prototype of an E-Commerce marketplace for domestic and cross-border sales and population of this marketplace with product samples for testing;
- 5) Identified the site for the E-Commerce Service Center in Kigali, and initiated renovation works at the site;
- 6) Initiated collaborations with various services providers such as domestic and international logistics providers, e-Payment providers, packaging companies, cloud computing providers and domestic IT-developers.

More detailed information on E-Commerce Project 1 outputs, activities and achievements will be provided upon contract signature with the successful bidder.

E-Commerce Project 2

The responsibility for the E-Commerce project has shifted to GIZ Invest for Jobs in early 2020, with the mandate by MINICOM to support the Rwandan Government in concluding the work performed to date, which includes:

- 1) Developing a *future-proof business model* for the successful and sustained operations of an E-Commerce Public-Private Partnership (PPP), hence referred to as *E-Commerce PPP*, and subsequently deploying and operating the PPP as guided by the model. The model shall include, inter alia, a PPP agreement, a revenue model, E-Commerce marketplaces for domestic and international sales, detailed specifications for operations which include establishing and operating a network of up to seven E-Commerce Service Centres, of which one within Kigali (E-Commerce hub) and up to six centres outside of Kigali (in six secondary cities), agreements with fulfilment partners to provide services, and consignment agreements with goods/services sellers, the vast majority of them being SMEs. The terms *SMEs*, *good/services sellers* and *sellers* are hence used interchangeably;
- 2) Completing, deploying and operating the *Odoo software suite for business* which shall comprehensively support all business activities of the E-Commerce PPP. This includes operations of two E-Commerce marketplaces and all its associated ERP support systems

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117 (e.g. accounting, invoicing, payments, warehousing) at the back-offices of the E-Com-
merce Service Centres, its fulfilment partners, goods/services sellers, and possibly se-
lected buyers.

120 MINICOM remains the project's political partner, the composition of the other partners may
marginally change. A *Strategic Committee* and an *Operational Committee* have been set up
to govern and coordinate the project's work. Both must be closely consulted throughout the
implementation of the project.

123 To achieve these objectives of the E-Commerce Project 2, GIZ Invest for Jobs requires the
services of an international consultancy firm to implement both pillars as noted above and as
further described in Section 2 of this document.

2. Tasks to be performed by the contractor

126 The contractor is responsible for achieving the objective as per its indicators and the outputs
as described in this section of the ToR.

129 As mentioned earlier, E-Commerce Project 2 is not a project by itself, but part of the GIZ
Rwanda Invest for Jobs Programme and subsumed under the following Output: *The capaci-
ties of Rwandan SME with growth potentials have improved*. Invest for Jobs is subsequently
the commissioning and controlling party of the contractor. We shall still occasionally refer to
132 E-Commerce Project 2 as *project* throughout this document as it encompasses the charac-
teristics of a project, such as being a temporary organisation created for the purpose of deliv-
ering business and technical products to an agreed business case.

135 **Objective of the assignment:** Assist the establishment of a successful and sustainable
Public-Private Partnership (PPP) for the operations of two Rwandan E-Commerce market-
places for domestic and cross-border sales of goods and services with a special focus on
138 Made-in-Rwanda goods and services

Objective indicators:

- 141 1) Two E-commerce market places are fully operational under a PPP agreement, following
an agreed upon business plan and including the contractual integration of all required ful-
filment partners;
- 144 2) 600 Rwandan SMEs have registered goods or services on the E-Commerce market-
places;
- 3) 300 Rwandan SMEs have successfully sold goods or services through at least one of the
two marketplaces;
- 147 4) 150 jobs have been created by Rwandan SMEs as a result of selling goods/services on
the E-Commerce marketplaces.

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Output 1: Business model and business plan for E-Commerce PPP is established

150 Output indicators:

- 1) As-is situation is assessed
- 153 2) Business model, including revenue and operations models, is approved by the Steering Committee and GIZ Invest for JobsA PPP agreement for the sustained operations of the two E-Commerce market places is agreed upon and signed between the Rwandan Government and key implementing partners
- 156 3) Business plan, including capacity development of E-Commerce PPP agents is approved by the Steering Committee and GIZ Invest for Jobs
- 4) E-Commerce PPP Management Unit is established
- 159 5) Inception Report is approved by GIZ Invest for Jobs and Steering Committee

Output 2: E-Commerce PPP is ready for operations

Output indicators:

- 162 1) E-Commerce PPP is established, as designed in the business model and executing the business plan
- 165 2) Physical infrastructure (ECSC Kigali (including PPP Office) and at least 2 pilot ECSCs in secondary cities) is operational
- 3) E-Commerce marketplaces are operational and populated with goods and services by 300 registered Rwandan SMEs
- 168 4) Back-office ERP systems are operational and certified by Rwanda Revenue Authority
- 5) Data analysis/digital intelligence functions are operational
- 171 6) Digital interfaces with fulfilment partners and possibly others are operational
- 174 7) Contractual agreements between the PPP and Rwandan SMEs, ECSC hosts, fulfilment partners and maintenance providers are concluded
- 8) E-Commerce PPP stakeholders are capacitated to fulfil their roles and execute their responsibilities:
 - a) PPP management team and staff
 - b) Goods/services sellers (SMEs)
 - 177 c) E-Commerce coaches for goods/services sellers
 - d) E-Commerce Service Centres management and staff
 - e) Fulfilment partners for physical and digital processing
 - 180 f) Business associations
 - g) Government institutions

Output 3: E-Commerce PPP operates

183 Output indicators:

- 1) 300 additional Rwandan SMEs have registered goods or services on the E-Commerce marketplaces;

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- 186 2) At least 50% of the registered Rwandan SMEs have successfully sold goods or services
through at least one of the two marketplaces;
- 189 3) Remaining ECSCs in secondary cities (up to six in total, including the two referred to un-
der Output 2) are operational
- 192 4) Physical and digital operations have improved between Aug 2021 and Sep 2022, based
on operations control systems and parameters to be established by month 7.
- 5) Number, composition and quality of products and services has improved between Aug
2021 and Sep 2022, based on data analysis from the marketplaces

195 The contractor is responsible for implementing the following work packages which together
result in the outputs noted above.

**Work package 1: Develop business model and business plan for E-Commerce PPP
(months 1–5)**

198 WP1 commences by agreeing on a common understanding between the contractor, GIZ In-
vest for Jobs, the Rwandan Government and other key stakeholders on (A) the objectives of
the contractor's assignment; (B) the most cost-efficient and least-risk strategy for their attain-
201 ment in the least possible time; and (C) the project organisation—stakeholders, planning and
control systems, risk strategy, quality strategy, etc.—required to attain the objectives.

204 At the end of month 2, the Management Unit of the envisaged E-Commerce PPP shall be in
place. The contractor shall guide the process by developing qualification profiles for Manage-
ment Unit staff, formulating job descriptions, and filling the positions with suitable candidates.
207 The newly established Management Unit will cooperate continuously and closely with the
contractor in setting up and operating the E-Commerce PPP, and will furthermore act as the
liaison between the contractor and GIZ Invest for Jobs, the Rwandan Government, and key
stakeholders.

210 WP1 ultimately aims at developing a full-fledged business model and an associated business
plan upon which the E-Commerce PPP will be made operational. It is envisaged that the
PPP will include the Rwandan Government, the ICT Chamber and a public-interest private-
213 sector company as partners. The partnership composition may have been determined upon
the commencement of the contractor's assignment.

216 Two E-Commerce marketplaces and up to seven E-Commerce Service Centres (ECSCs)—
one in Kigali and up to six in secondary cities—will be at the centre of the PPP's business
model and revenue streams, the latter being largely dependent on the volume of goods and
services sales through the E-Commerce marketplaces as well fee-based services provided
219 by the E-Commerce PPP. A business model for the Kigali and regional ECSCs was devel-
oped during E-Commerce Project 1. It describes the ECSCs' functions, services and associ-
ated revenue streams and must be assessed by the contractor upon its viability and incorpo-
222 ration into the PPP's business model.

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225 Goods/services sellers (SMEs), buyers, the E-Commerce PPP and its fulfilment partners will
collaborate in the creation of value through defined and controlled interactions. The E-Com-
228 merce PPP itself will not create goods and tradable services, but provide E-Commerce mar-
ketplaces which Rwandan SMEs utilise for selling their goods/services online. Besides the E-
Commerce marketplaces, the PPP will provide physical and digital services for transferring
231 goods/services from sellers to buyers in exchange for payment from buyers to sellers. Such
services generate income for the E-Commerce PPP. To the extent that profits are earned by
the PPP, these are to be re-invested in the E-Commerce PPP, e.g. to provide capacity build-
ing measures for sellers (SMEs).

234 The business model for the E-Commerce PPP shall not only be anchored on marketplace-
related services as outlined above, but also on the creation of *digital intelligence* and the sub-
sequent accumulation of *digital capital* from the data that is collected in course of the E-Com-
merce activities. The business model must therefore determine how digital intelligence and
237 digital capital can be created and monetised upon as a production factor for, inter alia, im-
proving marketplace operations or buyer satisfaction and retention.

240 In order to develop the business model for the E-Commerce PPP, the contractor shall assess
all outputs and contractual agreements produced by the E-Commerce Project 1 and GIZ In-
vest for Jobs upon their suitability for concluding the E-Commerce Project 2. If the contractor
deems any existing outputs unfit or irrelevant for the future operations of the E-Commerce
243 PPP, the contractor shall develop proposals for either upgrading or discarding them. Existing
outputs which the contractor shall assess include, but may not be limited to:

- 1) Strategies, studies, curricula, guides, instructional materials, etc.
 - 246 a) Market research study
 - b) E-Commerce marketing strategy, which pertains to the domestic context only
 - c) E-Commerce logistics strategy
 - d) Training curriculum for goods/services sellers (SMEs)
 - 249 e) Training curriculum for E-Commerce coaches
 - f) Training curriculum for ECSC staff in , both within Kigali and outside of Kigali
 - g) Handbook for packing operating procedures for ECSC staff
 - 252 h) Evaluation grid for selecting ECSCs
- 2) ECSCs' infrastructure including staff skills
 - 255 a) Business model for ECSC in Kigali, its anticipated services, as well as its configura-
tion and operational state at the commencement of the contractor's assignment. Its
services portfolio to be assessed include:
 - 258 • Storage/pick and pack and last mile delivery to Kigali region's buyers
 - Consolidation of goods
 - Storage of larger volumes of goods

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- 261
- Organisation of transport options to cover the whole of Rwanda through crowd-sourcing logistics
 - Acting as a hub to cross-border deliveries
 - Offering value added services such as profiling/digitising goods, showroom, buyers service centre and various training
- 264
- b) Six additional iPOSITA sites for provincial ECSCs throughout Rwanda, which would be operated by iPOSITA. Provincial ECSCs offer consolidation, pickup and distribution, and digitisation services. A recent assessment of all six iPOSITA sites for potential provincial ECSCs led to mixed results, with some ECSCs offering better infrastructure and higher qualified personnel than others. The locations also differ in terms of demand for domestic/cross-border E-Commerce. In WP 2 at least two regional iPOSITA sites should be made operational as pilotes.
- 267
- 270
- 3) Digital infrastructure, including capabilities and skills, for:
- 273
- a) E-Commerce marketplace hosting
- b) Marketplace and ERP operations, i.e. the configuration and operating state of the Odoo(.com) ERP suite for digitally supporting E-Commerce operations
- 276
- c) Marketplace interfaces with other marketplaces such as B2B commodity exchanges, with external fulfilment partners such as logistics providers, and with Rwandan trade-related institutions such as the Rwanda Revenue Authority and product standards bodies
- 279
- a) safe.shop Trustmark
- b) Marketplace data analytics
- 282
- c) Search engine optimisation and online advertising
- d) e-Payment integration of credit cards and mobile money
- 4) Partnership infrastructure including existing or planned contractual agreements
- 285
- a) *E-Commerce marketplace goods and services sellers (SMEs)*: The project's data base contains more than 250 SMEs who previously signed up for selling their goods and—to a lesser extent—services through the marketplaces. Many SMEs already received some training and had their goods prepared for marketplace listing during the E-Commerce Project 1. Consignment agreements for SMEs were drafted, but have not yet been signed.
- 288
- b) *ECSC Kigali*: It is planned that the ECSC Kigali will be operated by a large supermarket located in Kigali. It is foreseen that this stakeholder shall also be represented on the Management Unit of the E-Commerce PPP and shall have an active role in the implementation of the E-Commerce Project 2.
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- 294
- c) *Provincial ECSCs*: It is planned to host up to six provincial ECSCs in Rwanda's secondary cities with limited services through a Memorandum of Understanding with iPOSITA.
- 297

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300 d) *Domestic logistics*: It is planned to transport goods through iPOSITA services back and forth between the Kigali ECSC and the provincial ECSCs where goods could be either picked up by buyers or delivered to buyers through a last-mile logistics solution, which will be managed by iPOSITA or another domestic company.

303 e) *International shipping*: It is planned to ship goods to cross-border destinations through two international courier services companies, one of them linked to iPOSITA. All international shipments should be routed through the ECSC in Kigali.

306 f) *Packaging*: It is planned to partner with a local packaging provider for both domestic and cross-border shipments. Providers were identified, but negotiations have to be concluded.

309 g) *Digital infrastructure*:

- 312 • Odoo modules for operating the two E-Commerce marketplaces and all its associated back-office ERP support systems (e.g. accounting, invoicing, warehousing) were purchased, customised and installed on the Odoo platform. They are currently upgraded by GIZ. For the duration of the GIZ Invest for Jobs Programme, a Rwandan IT company will be hired to maintain and possibly expand/upgrade both marketplaces and the back-office systems. The contractor is expected to support this national IT company in this task.
- 318 • Cloud-hosting providers for the E-Commerce marketplaces were evaluated and candidates identified. A hosting agreement with a provider will likely be signed before the commencement of the contractor's assignment.
- 321 • Rwandan E-Payment providers for credit-card and mobile-money transactions were evaluated. An agreement with a financial services provider will likely be signed before the commencement of the contractor's assignment.

The E-Commerce PPP will initially operate marketplaces for Business-to-Consumer (B2C) transactions. Prospectively, however, the B2C business model could be expanded by:

- 324 1) *Business-to-Business marketplace transactions*, including interfaces with domestic and cross-border value chains and commodity exchanges, such as the Kigali-based East Africa Exchange (EAX);
- 327 2) *Production platforms (a.k.a. market networks)*, where the E-Commerce PPP would, based on buyers orders, orchestrate the manufacture of goods by domestic (and perhaps regional) manufacturers. Such platforms could interface with domestic and cross-border value chains.
- 330

In a separate study, the contractor shall explore expanding the B2C business model into the areas noted above. The study shall be aligned with the BMZ/GIZ *Pan-African E-Commerce Initiative – Boosting African Digital Trade*. Details on this initiative will be provided upon signing of the contract. The study shall not exceed 30 pages.

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Milestones for work package 1	Delivery date/period
Project organisation, plan, risk strategy, quality strategy, communication strategy, etc. approved	month 1
Strategies, training curricula, operations guides, etc. assessed	month 2
Marketplace goods and services portfolios and their sellers assessed	
Kigali ECSC business/operations model including its functions, services and fulfilment partners assessed	
Provincial ECSCs business/operations model including their functions, services and fulfilment partners assessed	
ERP system capability/functionality including its E-Commerce marketplaces with their plug-in services for e-payments and interfaces with external IT systems assessed	
Service management providers for the ERP system including its E-Commerce marketplaces assessed	
Assessed cloud hosting services	
Management Unit of E-Commerce PPP established, with clear ToR for each Management Unit member	
Inception Report submitted	
E-Commerce PPP agreement drafted	
Business model and business plan for the E-Commerce PPP approved	
E-Commerce PPP agreement signed by all partners	month 5
Studies on B2B and production platforms	

336 At the end of WP1/month 2, the contractor shall submit an Inception Report to GIZ Invest for Jobs.

339 At the end of WP1/month 3, the contractor should have obtained approval from the Project Steering Committee for the following deliverables:

- 342 1) Business model for the E-Commerce PPP which includes, inter alia, a PPP governance model, models for cost-efficient operations of up to seven ECSCs, and models for interoperations with fulfilment partners;
- 345 2) E-Commerce PPP agreement, which is subsequently signed by all partners;
- 348 3) Report on the reusability/utilisation or discontinuation of the outputs produced during E-Commerce Project 1 for the E-Commerce PPP, and proposals for upgrading or discontinuing these outputs, where necessary, and possibly adding new outputs;
- 4) Report on the physical and digital configurations of ECSCs on the ground including proposals for required changes/upgrades to comply with the configuration requirements of the envisaged E-Commerce PPP, as per its business model. For the provincial ECSCs, a

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strategy must agreed with key implementing partners to determine which of the six locations receive support and what specific support should be provided;

- 5) Report on the existing contractual agreements with fulfilment partners including proposals for required amendments to these agreements to comply with the requirements of the envisaged E-Commerce PPP, as per its business model;
- 6) Drafts for additional contractual agreements which are required for the operations of the E-Commerce PPP, as per its business model;
- 7) Business plan for establishing and operationalising the E-Commerce PPP, as designed in the business model, including its ECSCs and fulfilment partnerships, and corresponding capacity and competency measures.

Work package 2: Establish the E-Commerce PPP (months 4–7)

WP2 comprises the contractor's tasks for implementing the business model through the business plan. Concrete steps will be undertaken for setting up and operationalising the structures and processes, as well as the physical and digital production factors of the E-Commerce PPP, which by-and-large include:

- 1) Completing all ECSCs towards physical operations which includes ECSC facility management arrangements to retain physical operations over time;
- 2) Completing all ECSCs digitally—e.g. by completing the ERP system—towards digital operations which includes IT service management arrangements to retain digital operations over time;
- 3) Completing two E-Commerce marketplaces, including Search Engine Optimisation, data analysis and digital intelligence, and possible digital interfaces to external partners such as goods/services sellers (SMEs), logistics providers and Rwandan trade-related institutions such as the Rwanda Revenue Authority;
- 4) Completing a web-based and mobile-based support and learning environment for E-Commerce, preferably using the Odoo platform;
- 5) Negotiating all outstanding partnerships for building, operating, maintaining and evolving physical and digital E-Commerce operations;
- 6) Completing the recruitment process for the remaining staff required for operating the E-Commerce PPP by developing qualification profiles, formulating job descriptions, and assisting in the recruitments for the positions with suitable candidates;
- 7) Capacitating operational and management staff of the E-Commerce PPP together with selected fulfilment partners to cooperatively operate the E-Commerce PPP efficiently;
- 8) Capacitating Rwandan Government institutions and intermediaries on their responsibilities in paving the way for the success of the E-Commerce PPP;
- 9) Capacitating goods/services sellers (SMEs) to manage online business, for example by:
 - a) Utilising, and possibly upgrading the *Training and Supports Needs Assessment* which was developed during E-Commerce Project 1

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- b) Capacitating E-Commerce coaches who – in partnership with the Rwandan ICT Chamber and a locally recruited consultancy company – will be entrusted with training, coaching and mentoring sellers (SMEs) located throughout Rwanda
- c) Overseeing training measures to sellers (SMEs) on, inter alia, online goods/services listings, shipment handling including packaging, buyer relationships including return handling, together with a local consulting company who is being recruited for SME support measures in addition to this tender;
- d) Assessing, possibly adjusting and completing ECSCs' services portfolio dedicated to sellers;

10) Cooperating with a Rwandan PR agency, which will be hired by GIZ Invest for Jobs to develop PR campaigns for both E-Commerce marketplaces.

Milestones for work package 2	Delivery date/period
E-Commerce PPP fully operational and institutionalized	month 7
Learning infrastructure and resources updated (e.g. curricula materials, learning platforms)	
Operational staff for e-commerce PPP recruited and capacitated	
Marketplace goods/services sellers (SMEs) capacitated	
E-Commerce coaches for goods/services sellers capacitated	
Partnership agreements with fulfilment partners signed	
E-Commerce PPP fulfilment partners capacitated	
Rwandan intermediaries (e.g. business associations) capacitated	
Rwandan institutional partners capacitated	
Kigali ECSC and at least 2 ECSCs in secondary cities operational—physically, digitally and staff-wise	
E-Commerce marketplaces populated with goods and services from at least 300 SMEs	
Test runs of operational model of the E-Commerce PPP successfully completed	
E-Commerce marketplaces operational and accessible by sellers and buyers	
PR agency assisted	
Operational performance controls (e.g. financial and non-financial indicators and targets) in place	

Work Package 3: Grow the E-Commerce PPP (months 8–24)

We built it and they will come will unlikely work for the E-Commerce PPP. Based on previously established operational controls of which many are embedded into the ERP system,

Subject of the tender procedure:

Transaction number:

402 the Management Unit of the E-Commerce PPP should be able generate a variety of perfor-
mance reports which point to critical deviations from financial and non-financial targets, such
as:

- 405 1) Revenue
- 2) Operating expenses
- 3) EBITDA (Earnings before Interest, Taxes, Depreciation, and Amortisation)
- 408 4) Profit and Loss
- 5) Number and composition of sellers in the database
- 6) Marketplace uptime
- 411 7) Time from order to shipment
- 8) Delivery reliability
- 9) Response to marketing promotions
- 414 10) Goods availability (inventory management)
- 11) Customer returns, and reasons
- 12) Customer retention.

417 Like any business, the E-Commerce PPP must grow its revenues while keeping its costs at
bay. Until the end of 2022, the contractor shall jointly with the staff of the PPP's Management
Unit, key implementing partners (GIZ, MINICOM) and fulfilment partners (e.g. PR agency):

- 420 1) Utilise and refine the operations control systems, both physically (e.g. inventory control,
partner services performance) and digitally (e.g. marketplace data analysis) and improve
all aspects of operations and buyer satisfaction;
- 423 2) Advise and support the PR agency recruited locally by GIZ on the results of previous and
ongoing PR campaigns, based on digital intelligence obtained through data analysis;
- 426 3) Identify growth opportunities, for example by increasing average revenue per buyer, en-
larging the product and services portfolios, or venturing into B2B E-Commerce;
- 4) Identify opportunities for cost savings, for example by reducing fixed costs or by eliminat-
ing discretionary costs with low cost/income ratios;
- 429 5) Develop and refine incentive systems for buyers, employees and partners to boost buyer
satisfaction and revenues, reduce costs and improve operations of the ECSCs and its
partners.

Milestones for work package 3	Delivery date/period
Competencies among the operational and man- agement staff of the E-Commerce PPP devel- oped for creating integrated annual and quar- terly operations plans, resourcing and executing these plans, controlling plan performance and taking corrective action when necessary (plan- >enable->do->check->act)	month 24
ERP fully functional, covering all aspects of the business and supporting comprehensive perfor- mance control	

Subject of the tender procedure:

Transaction number:

Goods and services sellers fully integrated into the ERP system (or sellers' IT systems interfacing with the ERP system)	
Fulfilment partners fully integrated into the ERP system (or fulfilment partner IT systems interfacing with the ERP system)	
Marketplace data analysis competencies developed	
E-Commerce marketplaces populated with goods and services from an additional 300 SMEs	
Remaining ECSCs in secondary cities (up to 4 in addition to the two set up under Work Package 2) operational—physically, digitally and staff-wise	
PR campaigns adjusted	
Fulfilment partners performance improved and ascending performance targets met	

432 **3. Technical-methodological concept**

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

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

3.1. Strategy (section 1.1 of the assessment grid)

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

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

3.2. Cooperation (section 1.2 of the assessment grid)

453 The tenderer must describe the relevant actors (partners and others) for the service in the tender and their interactions (section 1.2.1 of the assessment grid). The tenderer is required

Subject of the tender procedure:

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456 to develop a concept that shows how the cooperation with these actors is to be established
and put into practice (section 1.2.2 of the assessment grid). The project's cooperation ar-
rangements referred to in section 1 and 2 must be taken into consideration. Particular focus
459 should be laid on the PPP agreement as well as the collaboration with the three sperately re-
cruited local consultancy companies (Software and content management of the Odoo plat-
form, Capacity building of SMEs and Communications/PR).

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

462 The tenderer is required to describe and explain its approach and its method for steering the
measures with the partners involved in delivering the services set out in the tender (section
1.3.1 of the assessment grid). The existing steering structure, and specifically the already es-
465 tablished operational and strategic steering committees, must be taken into consideration in
this regard.

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

471 The tenderer is required to present and explain its approach to steering the measures in co-
operation with the project partners.

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

3.4. Processes (section 1.4 of the assessment grid)

477 The tenderer is required to present the processes in the sector that are relevant to the ser-
vices in the tender, if necessary, on the basis of existing documents (see annexes) (section
1.4.1 of the assessment grid). Here, the tenderer must include a critical appraisal of the con-
480 tribution made by the services in the tender to the processes in the sector and identify partic-
ularly promising starting points for generating possible leverage (section 1.4.2. of the assess-
ment grid).

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

483 The tenderer must describe its contribution to knowledge management in the project and at
GIZ (section 1.5.1 of the assessment grid). In addition, the tenderer is required to present
and explain measures that promote horizontal or vertical scaling-up (section 1.5.2 of the as-
sessment grid).

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

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

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Transaction number:

492 The tenderer is required to draw up and explain an operational plan, which also includes a
plan for the assignment of all the experts included in its tender, for implementing the strategy
described in section 3.1. The operational plan must include the assignment times (periods
and expert days) and assignment locations of the individual experts and, in particular, de-
495 scribe the necessary work stages. It must also take into consideration and, if necessary, add
to the milestones in section 2 (section 1.6.2 of the assessment grid).

The tenderer is required to describe its backstopping concept. A brief CV with relevant de-
tails must be provided for the position of backstopper. (Section 1.6.3 of the assessment grid).

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

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

510 **Project management specifications:**

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

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

- 1) Inception report, to be submitted **eight weeks after the commencement of the project**,
and which shall include, inter alia:
 - 525 a) Project management team structure and role descriptions and responsibilities
 - b) Output breakdown structure and output descriptions
 - c) Output configuration management approach
 - 528 d) High level project plan, broken down into stages

Subject of the tender procedure:

Transaction number:

- e) Detailed first stage plan
- f) Risk management approach
- 531 g) Change control approach
- h) Communication management approach
- i) Quality management approach

534 2) Mid-term report (by end of month 8, focussing on WP 1 and WP 2)

3) End-of-project report, latest one month after finalisation of project

537 4) Monthly progress briefs on the implementation status of the project (5-7 pages), including the agreed upon parameters on utilisation and improvement of operational quality in digital and physical operations

3.7. Further requirements (section 1.8 of the assessment grid)

540 The tenderer is required to detail their understanding of which specific risks the introduction of digital market places can have and which strategies they intend to follow to minimise such typical problems. As far as possible, the contractor should provide specific evidence of how
543 the company and/or the experts have implemented such strategies in the past.

- Requirement 1: detailed understanding of pitfalls and mitigating measures: 5 points out of a possible total of 10 points.
- 546 • Requirement 2: specific evidence of strategies implemented by the company and/or the experts: 5 points out of a possible total of 10 points.

4. Human resources

4.1. Specified human resources concept

549 The core project team of the contractor consists of four key experts who will be based in Kigali, Rwanda:

552 1) *Team Leader* (Key Expert 1), who will be responsible for the attainment of the project's objectives by managing the execution of the work packages jointly with the Management Unit of the E-Commerce PPP, and in close cooperation with GIZ Invest for Jobs, the
555 Rwandan Government and key implementing partners and stakeholders;

558 2) Two *E-Commerce Operations Experts* (Key Experts 2 & 3), who will assess the overall situation on the ground as established by the E-Commerce Project 1 until the end of 2019 and continued by GIZ Invest for Jobs in 2020. The experts will jointly with the Management Unit develop a full-fledged business model for the E-Commerce PPP set up the PPP jointly with all relevant stakeholders;

561 3) *E-Commerce Technology Expert* (Key Expert 4), who will assess the E-Commerce PPP's digital infrastructure for E-Commerce marketplace operations in combination with ERP back-office operations with regard to enabling the updated business and operations

Subject of the tender procedure:

Transaction number:

564 model of the PPP. Furthermore this expert will manage the upgrading and deployment of
the digital infrastructure towards enabling the PPP's operations;

567 The team leader will be based in Rwanda for the full 24 months of the project duration in a
full time capacity. Experts 2 and 4 will be based in Rwanda in a full time capacity for the first
twelve months of the contract when the current situation is assessed and the E-Commerce
570 PPP is designed (until month 3), built and deployed (until month 7), and intensive adjust-
ment, consolidation and coaching will be required during the initial months of operations (until
month 12). Expert 3 will only be based in Rwanda in a full time capacity for the first seven
months until the major design and setup work is concluded.

573 Months 1–12 can be considered as the *investigation/building phase* of the E-Commerce
PPP, while months 13–24 can be considered as the *consolidation/growth phase* of the PPP.

576 The two expert pools will comprise E-Commerce Operations and Technology Experts, who
will predominantly either work on specialist topics (such as configuring search engine optimi-
sation) or support members of the core project team. If required and agreed with GIZ, the key
experts 2-4 can be called upon on short term consultancy terms within the expert pools after
579 their long term arrangements have ended.

Table 1: Expert requirements over duration of assignment

Month	WP			Experts				Pool 1	Pool 2
	1	2	3	Team Leader	Expert 2	Expert 3	Expert 4		
1	X			X	X	X	X	160 days whenever required	160 days whenever required
2	X			X	X	X	X		
3	X			X	X	X	X		
4	X	X		X	X	X	X		
5	X	X		X	X	X	X		
6	X	X		X	X	X	X		
7	X	X		X	X	X	X		
8			X	X			X		
9			X	X			X		
10			X	X			X		
11			X	X			X		
12			X	X			X		
13			X						
14			X						
15			X						
16			X						
17			X						
18			X						
19			X						
20			X						
21			X						
22			X						
23			X						
24			X						

Subject of the tender procedure:

Transaction number:

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

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

Expert 1: Team leader (section 2.1 of the assessment grid)

588 (480 days)

A statement of availability for this expert must be attached to the tender as an annex.

Tasks of the team leader

- 591 • Overall responsibility for the attainment of the project's objectives by executing the work
packages jointly with the Management Unit of the E-Commerce PPP, and in close coop-
eration with GIZ Invest for Jobs, the Rwandan Government and selected key implement-
594 ing partners/stakeholders;
- Developing and documenting an agreed project vision (end of project situation);
- Developing a roadmap, strategy and resource requirements for closing identified gaps
597 between the situation at the outset of the project compared to the conclusion of the pro-
ject (project vision);
- Managing agreed project controls;
- 600 • Managing communications, risks, configuration, quality and change;
- Managing project financials in consultation with the project's GIZ liaison officer;
- Managing staff including experts for short-term assignments;
- 603 • Developing and implementing the business model and business plan for the E-Com-
merce PPP;
- Facilitating the selection and recruitment of the management team and staff required for
606 the operations of the E-Commerce PPP;
- Managing output delivery on time, within budget and to stated functionality and quality;
- Preparing the PPP Agreement which will form the institutional agreement for the sus-
609 tained operations of the E-Commerce PPP, together with the Rwandan Government;
- Preparing the conclusion of outstanding partnership agreements;
- Supervising the design, implementation and evaluation of capacity development
612 measures for stakeholders of the E-Commerce PPP (government, business associa-
tions), ECSC staff, fulfilment and maintenance partners as well as domestic goods/ser-
vices sellers (SMEs) with regard to E-Commerce marketplaces-related physical and digi-
615 tal operations, fulfilment partners' integration, SME/sellers' integration and buyer relation-
ships;
- Coaching the management team of the E-Commerce PPP in growing the business;

Subject of the tender procedure:

Transaction number:

- 618 • Maintaining contact with other Rwandan and regional GIZ initiatives where synergies could yield through concrete cooperations, such as the GIZ Pan-African E-Commerce Initiative and the Kigali Digital Centre of GIZ;
- 621 • Maintaining contact with other donors supporting private sector development in combination with digitalisation or E-Commerce.

Qualifications of the team leader

- 624 • Education/training (assessment grid (AG) 2.1.1): University degree (bachelor's/master's) in Business Management, Marketing, Information Technologies/Management, Data Sciences, or other related degrees if complemented by relevant professional experience;
- 627 • Languages (AG 2.1.2): Knowledge of English (C1) in the Common European Framework of Reference for Languages;
- 630 • General professional experience (AG 2.1.3): 15 years of professional experience in business management and/or private sector/entrepreneurship development;
- 633 • Specific professional experience (AG 2.1.4): 7 years of professional experience in E-Commerce;
- 636 • Leadership/management experience (AG 2.1.5): 5 years of management/leadership experience as project team leader or manager in an organisation, preferably an e-Business;
- 636 • Regional experience (AG 2.1.6): 3 years of work experience in sub-Saharan Africa;
- 636 • Development cooperation (DC) experience (AG 2.1.7): 3 years of experience working in development cooperation projects;
- 636 • Other (AG 2.1.8): 3 years of experience in setting up E-Commerce marketplaces.

639 **Experts 2 and 3: E-Commerce operations experts (Sections 2.2 and 2.3 of the assessment grid)**

(Expert 2: 240 days in the first 12 months, Expert 3: 140 days in the first 7 months)

642 A statement of availability for these experts must be attached to the tender as an annex.

Experts 2 and 3 have either similar backgrounds or complementary backgrounds with a common core to execute the work packages.

645 Tasks of experts 2 and 3

- 645 • Assessing documented strategies, training curricula, operations guides, etc. produced before the start of the contractor's assignment;
- 648 • Assessing portfolios of marketplace goods and services and their sellers;
- 648 • Assessing ECSCs business/operations models including their functions, services and fulfilment partners;
- 651 • Developing a business model and business plan for the E-Commerce PPP, which builds upon the previously developed services models for the ECSCs;
- 654 • Updating support and learning resources (curricula materials) and integrating them into a digital learning platform;

Subject of the tender procedure:

Transaction number:

- Capacitating the management and operational staff of the E-Commerce PPP in operating the E-Commerce business;
- 657 • Capacitating Rwandan Government institutions (e.g. MINICOM) and intermediaries (e.g. business associations) on their responsibilities in paving the way for the PPP's success;
- Capacitating marketplace goods/sellers and their coaches;
- 660 • Capacitating fulfilment partners, such as transportation providers;
- Assisting in operationalising all ECSCs;
- Assisting in operationalising the two E-Commerce marketplaces;
- 663 • Coaching management and operational staff of the E-Commerce PPP and all fulfilment partners in monitoring operations and taking corrective action wherever and whenever required.

666 Qualifications of experts 2 and 3

- Education/training (AG 2.2.1/2.3.1): University degree (bachelor's/master's) in Business Management, Marketing, Information Technologies, Data Sciences, or other related degrees if complemented by relevant professional experience;
- 669 • Languages (AG 2.2.2/2.3.2): Knowledge of English (C1) in the Common European Framework of Reference for Languages;
- 672 • General professional experience (AG 2.2.3/2.3.3): 10 years of professional experience in business management and/or private sector/entrepreneurship development;
- Specific professional experience (AG 2.2.4/2.3.4): 5 years of professional experience in E-Commerce;
- 675 • Leadership/management experience (AG 2.2.5/2.3.5): 2 years of management experience as project team leader or manager;
- 678 • Regional experience (AG 2.2.6/2.3.6): 2 years of work experience in sub-Saharan Africa;
- Development cooperation (DC) experience (AG 2.2.7/2.3.7): not applicable;
- Other (AG 2.2.8/2.3.8): 3 years of experience in setting up E-Commerce marketplaces.

681 **Expert 4: E-Commerce technology expert (Section 2.4 of the assessment grid)**

(240 days in the first 12 months)

A statement of availability for these experts must be attached to the tender as an annex.

684 Tasks of expert 4

- Assessing the E-Commerce PPP's digital infrastructure for E-Commerce marketplace operations in line with the updated business and operations model of the E-Commerce PPP. This includes, inter alia, ECSCs' hardware infrastructure as well as the functions of, and the interplay between the ERP system, the E-Commerce marketplaces (web and mobile) including their e-Payment plug-ins, and the (possible) IT systems of goods/services sellers and fulfilment partners (e.g. last-mile deliverers);
- 687
- 690

Subject of the tender procedure:

Transaction number:

- 693 • Assessing the PPP's digital infrastructure (e.g. the UI design) against usability criteria, such as the *Web Content Accessibility Guidelines* which guided interface development during E-Commerce Project 1;
- 696 • Assessing the completeness and correctness of all documentation and support and learning resources (curricula materials) related to the digital infrastructure for E-Commerce marketplace operations;
- 699 • Assessing the readiness, capacities and competencies of operational E-Commerce stakeholders—i.e. management/operational staff, ECSCs' staff, sellers (SMEs), fulfilment partners—with regard to interacting with specific elements of the digital infrastructure that are of relevance to their particular business activities within the operations of the E-Commerce PPP;
- 702 • Assessing the usefulness and usability of both E-Commerce marketplaces from a buyer point of view;
- 705 • Based on the assessments, developing the digital components of the business model and business plan for the E-Commerce PPP;
- Based on the digital components of the business model and business plan, planning the upgrade of the digital infrastructure;
- 708 • Customising and updating the support and learning resources (curricula materials) for integration into a web and mobile-based digital support and learning platform;
- 711 • Recruiting one or more domestic IT companies with knowledge and experience—or the potential of developing knowledge—on the Odoo (.com) platform for the upgrade of Odoo-related components of the digital infrastructure as well as its forthcoming support and maintenance during operations (IT service management), unless this has not already been accomplished by the time of the contractor's engagement;
- 714 • Managing the upgrading and testing of the digital infrastructure;
- 717 • Capacitating (training) all users—i.e. management/staff, ECSCs' staff, sellers (SMEs), and fulfilment partners—in operating digital infrastructure elements relevant to their respective areas of work;
- 720 • Capacitating the contracted domestic IT companies—if deemed necessary—in Odoo and IT service management to involve them in: (a) upgrading the Odoo platform before its operations, and (b) IT service management of the IT infrastructure—including the ERP modules and E-Commerce marketplaces—during subsequent operations;
- 723 • Installing IT service management operations with the IT service management contractor(s);
- 726 • Supervising and (possibly) coaching the IT service management contractor during the operationalisation of the E-Commerce PPP;
- Monitoring digitalised e-commerce operations jointly with all users and the IT service management contractor and initiating remedial and/or improvement measures.

729 Qualifications of expert 4

- Education/training (AG 2.4.1): University degree (bachelor's/master's) in Information Technologies, Data Sciences, or related degrees;

Subject of the tender procedure:

Transaction number:

- 732
- Languages (AG 2.4.2): Knowledge of English (C1) in the Common European Framework of Reference for Languages;
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- General professional experience (AG 2.4.3): 8 years of professional experience in ERP systems;
- 738
- Specific professional experience (AG 2.4.4): 3 years of professional experience on the Odoo platform, including E-Commerce marketplace-related modules (e.g. e-Payment, tax, logistics integration);
- Leadership/management experience (AG 2.4.5): not applicable;
- 741
- Regional experience (AG 2.4.6): 2 years of work experience in sub-Saharan Africa or a developing country;
- Development cooperation (DC) experience (AG 2.4.7): not applicable;
- 744
- Other (AG 2.4.8): Knowledge of IT service management concepts in organisations using cloud services-based digital infrastructures. Experience in setting up E-Commerce marketplaces.

Expert pool 1 'E-Commerce Strategy' with 2 to 5 experts (Section 2.5 of the assessment grid)

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Tasks of the expert pool 1

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- Exploring opportunities for expanding the E-Commerce services portfolio towards Business-to-Business marketplace transactions, including interfaces with domestic and cross-border value chains and commodity exchanges;
- Exploring opportunities for expanding the E-Commerce services portfolio towards providing production platform-related services, where the E-Commerce PPP would, based on buyer orders, orchestrate the production of goods by domestic (and perhaps regional) producers.

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Qualifications of Expert Pool 1

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- Education/training (AG 2.5.1): University degree (bachelor's/master's) in Business Management, e-Commerce/e-Business, Information Technologies/Management, or other related degrees;
- Languages (AG 2.5.2): Knowledge of English (C1) in the Common European Framework of Reference for Languages;
- General professional experience (AG 2.5.3): 8 years of professional experience in business management and/or private sector/entrepreneurship development;
- Specific professional experience (AG 2.5.4): 5 years of professional experience in E-Commerce;
- Leadership/management experience (AG 2.5.5): not applicable;
- Regional experience (AG 2.5.6): not applicable;
- Development cooperation (DC) experience (AG 2.5.7): not applicable;
- Other (2.5.8): 3 years of experience in developing business models, plans, strategies.

Subject of the tender procedure:

Transaction number:

Expert pool 2 ‘Digitalised Operations and Digital Capital’ with 2 to 5 experts (Section 2.6 of the assessment grid)

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Tasks of the expert pool 2

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- Developing search engine optimisation for the two digital marketplaces;
- Developing and embedding data structures and associated data analysis functions into the ERP system for incrementally building digital intelligence and digital capital for furthering the business of the E-Commerce PPP;
- Embedding operational performance controls into the ERP system, based on, inter alia, financial and non-financial indicators and targets as well as data analysis;
- Designing, scoping and implementing IT service management operations for the E-Commerce PPP;
- Capacitating ERP system users in formulating and submitting enquiries to the ERP system to obtain meaningful information, such as performance reports. Besides those directly involved in E-Commerce PPP’s operations, users include GIZ Invest for Jobs, institutional partners (e.g. MINICOM) and intermediaries (e.g. business associations).

Qualifications of Expert Pool 2

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- Education/training (AG 2.6.1): University degree (bachelor’s/master’s) in Information Technologies/Management, Data Sciences, or other related degrees;
- Languages (AG 2.6.2): Knowledge of English (C1) in the Common European Framework of Reference for Languages;
- General professional experience (AG 2.6.3): 8 years of professional experience in information systems for digitalised businesses, such as ERP systems which include digital platform modules;
- Specific professional experience (AG 2.6.4): 5 years of professional experience in data design and analysis;
- Leadership/management experience (AG 2.6.5): not applicable;
- Regional experience (AG 2.6.6): not applicable;
- Development cooperation (DC) experience (AG 2.6.7): not applicable;
- Other (AG 2.6.8): Knowledge of the Odoo software suite for business and experience in search engine optimisation.

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

The tenderer’s ability to provide the pool of experts required here will be assessed on the basis of sample CVs.

Subject of the tender procedure:

Transaction number:

804 **5. Costing requirements**

5.1. Assignment of experts

807 In your tender, please do not deviate from the specification of quantities required in these
ToRs (the number of experts and expert days, the budget specified in the price schedule),
because this is part of the competitive tender and is used to ensure that the tenders can be
810 compared objectively. There is no entitlement to use the total number of expert days or the
specified budget.

The number of expert days corresponds to the working days.

Expert	Expert days home-based	Expert days in country of assignment	Expert days in total	Consecutive stay > 3 months	Number of international flights	Number of national flights
Expert 1 / Team Leader	2	478	480	Yes	3	0
Expert 2	2	238	240	Yes	2	0
Expert 3	2	138	140	Yes	1	0
Expert 4	2	238	240	Yes	2	0
Expert Pool 1	50	110	160	No	4	0
Expert Pool 2	50	110	160	No	4	0
TOTAL	108	1312	1420		16	0

813 **5.2 Local administrative staff**

Proposal to be made by the contractor:

816 The contractor must submit a proposal for the assignment of local administrative staff. In the
case of lump sums, the basis for the costing must be provided. The proposal of the contractor
should include, as a minimum, a full-time admin & finance manager.

819 Support staff for cleaning services and/or kitchen services should not be budgeted, as this
will be provided by GIZ and/or the implementing partner organisation.

5.3 Travel expenses

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Number/quantity
Total number of international flights (Economy class)	16 return flights, including visa costs

Subject of the tender procedure:**Transaction number:**

Per-diem allowances for short-term experts only (long-term experts (any expert with consecutive in-country stay > 3 months is expected to cover his/her living expenses in Rwanda out of his / her monthly salary)	280 @ 46 EUR
Accommodation allowances for short term experts only (any expert with consecutive in-country stay > 3 months is expected to cover his/her living expenses in Rwanda out of his / her monthly salary)	280 @ 71 EUR
<p>Project-related travel expenses within Rwanda</p> <p>The bidder should budget 15.000 EUR for local travel within Rwanda to allow for the assistance with capacity building measures at the decentralized ECSCs in Rwanda's secondary cities (Musanze; Rubavu; Rusizi; Muhanga; Huye; and Nyagatare). The budget for in-country business trips contains the following travel expenses:</p> <ul style="list-style-type: none"> • Per-diem allowances and accommodation allowances, in accordance with the country table in the GIZ travel expenses guidelines as a lump sum (per-diem allowances and accommodation allowances up to the highest rates under tax law for the country in question) for the long term experts • Road transport costs for long and short term experts if no GIZ cars can be provided • Ancillary travel costs, if any <p>Note: Travel within Kigali should be organised by the contractor and costs assumed by the contractor.</p>	15.000 EUR against evidence

822 All business travel must be agreed in advance by the officer responsible for the project. Travel expenses must be kept as low as possible.

5.4. Equipment

825 **Budget for equipment: up to EUR 10,000** against provision of evidence of costs.

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

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by the client for the duration of the contract.	Equipment to be procured by the contractor in the financial bid.
Renovated and partially furnished offices	N/A	Office furniture Appliances (fridge, microwave, water dispenser, coffee/tea machine, dishes) IT equipment (e.g. computers; screens, printer, internet router, etc.)

828

Subject of the tender procedure:

Transaction number:

5.5. Operating costs in the country of assignment

831 The contractor is required to specify a monthly lump sum to cover the operating costs for the
implementation of the contract. The lump sum must include all the costs involved in the
proper running of the office, except office rent (*office space is provided free of charge*).

5.6. Workshops, education and training

834 **Budget** for workshops and trainings : up to **EUR 30,000** against provision of evidence of
costs.

837 The fixed, unalterable budget given above is earmarked in the price schedule for Workshops.
The contractor runs and pays for the following workshops/study trips/training courses:

- 840 • Workshops for work package planning/commencement, progress, quality control and
conclusion (approximately 8 workshops @ approximately 12 PAX)
- 843 • Workshops for business model development and conclusion (approximately 3 workshops
@ approximately 12 PAX)
- 846 • Training of Trainers: E-Commerce Coaches for goods/services sellers (approximately 4
workshops @ approximately 10 PAX)
- 849 • Training for E-Commerce Service Centres (approximately 7 workshops @ approximately
8 PAX)
- Training for E-Commerce PPP fulfilment partners (physical and digital processing) (ap-
proximately 10 workshops @ approximately 5 PAX)
- Rwandan intermediary partners (business associations) and institutional partners (minis-
tries/agencies) (approximately 4 workshops @ approximately 12 PAX)

852 For most of these workshops the venues of the ECSC in Kigali can be utilised. In cases
where this is not possible, venue costs can be paid under this cost heading.

855 The workshops for the capacity building of the goods / services sellers (SMEs) (up to 40 ca-
pacity building sessions for 15 PAX / SMEs each) will only be assisted by the contractor. The
organisation and payment of the related costs for these workshops will be done through a
separately recruited local consultancy firm.

858 Compliance with Rwanda-specific Covid-19 regulations, as applicable at the time of assign-
ment is required.

861 5.7. Local subsidies

– Not applicable –

5.8. Other costs

864 – Not applicable –

5.9. Flexible remuneration item

Budget for flexible remuneration: **100.000 Euro**

Subject of the tender procedure:

Transaction number:

867 The fixed, unalterable budget given above is earmarked in the price schedule for flexible re-
muneration. Flexible remuneration is intended to facilitate the flexible management of the
870 contract by the officer responsible for the commission at GIZ. The contractor can make use
of the funds in accordance with section 5.18 of the General Terms and Conditions.

6. Requirements on the format of the tender

873 The structure of the tender must correspond with the structure of the ToRs. It must be legible
(font size 11 or larger) and clearly formulated. The language of the tender is English.

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

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

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

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

885 GIZ is entitled to extend the period for fulfilment of the original contract by unilaterally
notifying the Contractor and allowing a reasonable amount of time. The quantitative re-
888 quirements are adjusted accordingly taking into account any unused items and budg-
ets. In addition, the fees may be adjusted in accordance with the price adjustment
clause provided for in the applicable General Terms and Conditions of Contract. All
891 other provisions of the contract and its annexes shall remain unchanged. Notification
must be given in text form.

7.2 Expansion of the service content

894 GIZ is entitled to extend the scope of services in the original contract by unilaterally no-
tifying the Contractor as laid down in the terms of reference and allowing a reasonable
amount of time for the respective extension. The quantitative requirements are ad-
897 justed accordingly taking into account any unused items and budgets. In addition, the
fees may be adjusted in accordance with the price adjustment clause provided for in
the applicable General Terms and Conditions of Contract. All other provisions of the
900 contract and its annexes shall remain unchanged. Notification must be given in text
form.

8. Annexes

- Rwanda Payment System Strategy 2018-2024