



Terms of Reference

Trainer: Just Transition

1. Background information

GreenTec Capital Africa Foundation (GCAF) is a non-profit organization committed to promoting the development of investment into African entrepreneurship and supporting the creation of local economic and social added value such as job creation and women’s economic empowerment. To realize the commitment, GCAF conducts a variety of activities in collaboration with international development agencies and impact investors.

As part of a new collaborative effort with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, GCAF has been tasked to organize **training sessions on JUST TRANSITION with a particular focus on green jobs and greening** for companies operating in 8 African partner countries (see below) to:

- 1) Equip them with practical knowledge in the areas of greening of the economy and creation of new green jobs,
- 2) Raise awareness on sustainable practices as well as digitalization in the workplace,
- 3) Support them in integrating these practices into their businesses and improving relevant framework conditions.

The training is envisaged to take place both **virtually** and **in-person** (in some of the following African countries: Ivory Coast, Ethiopia, Egypt, Ghana, Morocco, Rwanda, Senegal, Tunisia).

In this regard, GCAF is looking for an experienced and adept **Trainer** or **Consulting Agency** - that can offer practice-oriented trainings in a wide range of business-relevant areas connected to the topic and/or supply a wide range of experts based on the training requirements - who will work closely with GCAF to execute the tasks specified in the table below:

(Digital) General Group Training	1. Develop and deliver at least 5 group trainings for 100 companies (1 session per 10, 15, or 20 companies).
	2. Participate in the selection procedure to identify the companies suited for deep training, including the development of transparent selection

(In-Person) Individualized Deep Training	and evaluation criteria and pre-training assessment under GCAF monitoring.
	3. Develop and deliver individualized deep training to 3-5 selected companies (1 training per company). The progress of each training should be recorded and shared with GCAF.
Both	4. Prepare and deliver a Final Report on trainings results and participate in the final evaluation of the trainings by GCAF.
	5. Prepare a 2-page Innovation Paper on the training approach and valuable learnings.

Furthermore, the Trainer/Agency shall provide regular strategic advice on all matters that support the success of the project.

2. Scope of Work

In close cooperation and under the supervision of GCAF, the Trainer/Agency is expected to undertake the following work packages and specific tasks:

A. (Digital) Group Training

A1. Content & Format

1. The Trainer/Agency will develop a comprehensive training structure and curriculum* in English or French that pertains to, but not limited to, the areas directly related to just transition and integration of related practices at the workplace (at a company level), i.e.:

- Just transition and greening of production, business models and the economy
- Creation of new green jobs and development of related skills
- Digital transformation/digitalization of the workplace with a particular focus on related sustainability potential
- Decent work for just transition, improving work conditions, social protection
- Addressing barriers to systemic transformation and just transitions
- Climate change adaptation and mitigation
- ...
- ***(Specific modules are to be suggested by the Trainer/Consulting Agency. Please take into consideration that the aim of the training is to raise awareness and***

enhance usage/adoption of just transition measures at a company level)

****There will be a minimum of 5 digital trainings. Moreover, there may be a possibility to group the participants by language (region), size/stage, or sector, to exercise a certain degree of customization.***

2. The Trainer/Agency will assist in the development of marketing materials to advertise the training, mainly by sharing the content of future presentations.

3. In coordination with GCAF, the Trainer/Agency will determine effective training techniques (interactive lectures, group discussions, Q&A sessions, etc.) to ensure an interactive approach and present the approach in a 1-2 page document.

4. The Trainer/Agency will prepare supportive training materials, including agendas, digital handouts, presentations, and reading materials, to be used by companies during and after the training.

5. The Trainer/Agency will deliver at least 5 digital group trainings** to 100 companies***. Based on the feedback/evaluation of the first few sessions, the Trainer/Agency will improve the content and/or format of the training. Furthermore, the Trainer/Agency will record and share the progress of each training session with GCAF.

**** Group training should serve as general sensitizing and overarching learnings.**

*****The scope of the digital training in terms of days spent as well as the number of sessions will be defined and communicated at a later stage.**

B. (In-Person) Deep Training

B1. Candidate Selection

Following the digital training outlined in A, The Trainer/Agency will help in identifying and selecting 3-5 companies for the individualized, in-person deep training:

- The Trainer/Agency will develop transparent selection and evaluation criteria and will collect data to qualify potential candidates for the training. In this regard, the Trainer/Agency will propose a method of gathering information and feedback from the companies (i.e., survey, data screening, etc.).
- The Trainer/Agency will propose a mechanism/logic for selecting companies that need deep training but might not be aware of it. In this regard, the Trainer/Agency will propose a specific strategy to help motivate and interest the SMEs to apply for deep training.
- The Trainer/Agency will screen the candidates for their potential, commitment, and/or need to implement effective just transition measures and/or practices at a company level.
- The Trainer/Agency will assess the needs of the selected companies to match the

training with their needs and expectations.

B2. Content & Format

1. The Trainer/Agency will develop a comprehensive and customized training structure and curriculum in English or French and will suggest strategies for deep training with a view to:

- Look at each company's case in more detail and identify the individual needs of the selected companies. In this regard, concrete mechanisms/methods of identifying the needs of each specific company participating in the deep training (i.e., interview, survey, data screening, etc.) are to be suggested by the Trainer/Agency.
- Develop and help implement a presentable Roadmap for the integration of just transition measures and practices (with particular focus on greening and the creation of green jobs) based on a specific sector and/or each company's needs. In this regard, the Trainer/Agency is expected to propose the necessary steps to reach a useful Roadmap, including setting relevant metrics, KPIs, and/or performance measures to assess the companies post-training.
- ***(In general, the specific Roadmap strategy and the mechanism of identifying the companies' needs is to be suggested by the Trainer/Agency)***

2. In coordination with GCAF, the Trainer/Agency will determine effective training techniques (group work, debating, brainstorming, case studies, etc.) to ensure a highly participatory and interactive approach.

3. The Trainer/Agency will prepare supportive training materials, including agendas, handouts, presentations, and reading materials, to be used by companies during and after the training.

4. The Trainer/Agency will deliver individualized deep trainings* to 3-5 select companies**. The Trainer/Agency will record and share the progress of each training session with GCAF. Furthermore, the Trainer/Agency will participate in the final training evaluation by GCAF.

**Deep training should be individualized per company.*

***The scope of the training in terms of days spent as well as the number of sessions will be defined and communicated at a later stage.*

C. Strategic Advice & Alignment

The Trainer/Agency will provide regular strategic advice to GCAF key staff on all matters and surrounding elements of the project that are important for its success.

Furthermore, the Trainer/Agency is expected to participate in the onboarding as well as preparatory and final evaluation meetings with GCAF to have discussion on the project-related matters and processes. All deliverables must be approved by GCAF.

D. Travel

The Trainer is expected to make themselves available and travel to some of the following countries: the Ivory Coast, Ethiopia, Egypt, Ghana, Morocco, Rwanda, Senegal, Tunisia, to deliver the in-person deep training. Travel (economy) and accommodation costs will be covered. All travel must be approved in advance by GCAF. **Expected** travel time: December 2023 – March 2024.

E. Final Report & Innovation Paper

The Trainer/Agency will provide valuable input to help prepare a Final Report outlining the training activities, achievements, and recommendations for future programming. Furthermore, the Trainer/Agency will participate in the final evaluation of the deep training by GCAF and will prepare an Innovation Paper (2-3 pages) on the training approach and key learnings per each session.

3. Process & Estimated Timeline

Work Package	Details	Timeline
Onboarding	Project information shared. Training approach and agenda discussed. . Content for marketing materials of the training provided Deliverables: <ul style="list-style-type: none"> • 1-2 page tentative training curriculum and approach • Content/Input for marketing materials 	Deadline: 14 Juli 2023
A. Digital Group Training		
<i>A1. Content & Format</i>	Digital group training (incl. content & presentation) developed. Training techniques determined. Supportive training material (to be used before, during and after the training) proposed.	Deadline: 31 July 2023

	<p>Deliverables:</p> <ul style="list-style-type: none"> Finalized 1-2 page training curriculum and approach Training material 	
	<p>Start of digital training. Regular updates about progress provided. If necessary, improvements/adjustments made.</p> <p>Deliverables: Number of conducted sessions</p>	August 2023
	<p>Digital training delivered. Valuable input for the final report collected.</p> <p>Deliverables: Training recordings</p>	
B. In-Person Deep Training		
<i>B1. Candidate Selection</i>	<p>Transparent selection and evaluation criteria developed. Up to 3-5 companies selected. Needs and expectations identified.</p> <p>Deliverables: Tentative training curriculum and strategy that caters to the needs of the participating companies (GIZ knowledge base should be incorporated if applicable)</p>	
<i>B2. Content & Format</i>	<p>Deep training (incl. content & presentation) developed. Training techniques determined. Supportive training material proposed.</p> <p>Deliverables:</p> <ul style="list-style-type: none"> Finalized training curriculum and strategy Training material 	Deadline: November 2023
	<p>Start of deep training. Regular updates about progress provided. If necessary, improvements/adjustments made.</p> <p>Deliverables: Number of conducted sessions</p>	
	<p>Deep training delivered. Valuable input for the report collected. Final evaluation done.</p> <p>Deliverables: Training recordings</p>	
C. Strategic Advice & Alignment	<p>Strategic advice on all matters surrounding the project provided. All activities conducted in close alignment with appointed GCAF key staff.</p> <p>The Trainer/Agency makes clear to all stakeholder that she/he is operating on behalf of the GCAF but does not make any</p>	Ongoing until end of contract

	commitment on behalf of the GCAF that were not pre-approved by the staff.	
D. Travel	The Trainer made themselves available for the travel. All necessary preparations made. The Trainer/Agency travelled to deliver deep training	<i>(expected)</i> December 2023 – March 2024
E. Final Report	Final report submitted to GCAF, including main conclusions, lessons learned, results achieved, recommendations for future work, potential impact, number of trainings and their outcomes, etc. 2-page Innovation Paper submitted. Deliverables: Final report + Innovation paper	Deadline March 2024

4. Provisional schedule

Contract Duration:

- Start of Contract: June 2023
- End of Contract: March 2024

5. Required experience & Proposal rating criteria

All received offers will be assessed upon the following criteria:

- Relevant experience and qualifications
- Proposed approach to the training and curriculum
- Regional/Country knowledge
- Reference projects (examples)
- Work and sector experience
- Budget proposal

Minimum requirements are the following:

- Proven expertise and experience in employment promotion, job creation activities, green jobs, and in conducting capacity building activities in just transition, the greening of the economy, digital transformation, etc. **(min. 5 years)**
- University degree in natural sciences, environmental management, environmental policy, sustainability, social sciences, or other related fields
- Experience and knowledge of the (African) startup and SME ecosystems **(please submit the number and examples of projects implemented or SMEs/startups you have worked with)**

- Sector experience/knowledge about the implementation of specific just transition measures (with a particular focus on greening and green jobs) would be an asset (e.g., in energy, agriculture, etc.)
- Experience and knowledge of the African continent and/or other emerging markets would be an asset
- Strong communication and presentation skills. Ability to explain complex concepts to different audiences
- Fluency in **English** or **French** (oral and written) is required. Knowledge of other languages spoken in the region would be an asset

Proposal weighting criteria:

The proposal will be evaluated against its quality and price, with the quality having a greater impact on the overall rating:

- The technical offer is weighted at 70%, the financial offer at 30%

The quality of the proposal will be evaluated based on factors such as the feasibility and effectiveness of the proposed training material, format, and curriculum. Ultimately, the proposal that offers the best balance of quality and price will be selected as the winning proposal.

6. Submission

Interested contractors must submit a **financial offer** and a **technical offer** until **16 June 2023 at 11am GMT** at the following email address: c.habig@greentec-capital.com

[Questions regarding these ToRs may be sent to this address as well.](#)

In the technical offer, please include the following:

- Overview of possible modules (incl. content, format, approach) for group training
- Proposed tentative mechanism of selecting/identifying the companies in need of deep training and motivating them to apply for deep training
- Proposed tentative Roadmap strategy (incl. content, format, approach) for deep training that will demonstrate that the training will have practical value for the companies
- Up-to-date CV for (each) Trainer as well as reference projects

Consulting Agencies should include at least **2-3 Expert Profiles**, if possible, with different sectoral experience, which will be able to develop concrete and effective training strategies depending on the needs of the companies participating in the deep training

In the financial offer, please calculate the following:

- Price schedule, including
 - Price per min. 5 digital group training sessions. Approximate duration: 1-2 hours each
 - Price per 1 in-person individual training. Approximate duration: up to 5 days
 - **Economies of scale:** If applicable, include a sliding price schedule showing how the price per 1 training can decrease with an increase in the number of training sessions (given that the preparation of the relevant material is only done once)

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