TENDER SPECIFICATIONS

Public service contract for "**Consultancy Services for Venture Sourcing, Matchmaking and Entrepreneur Exchange Programme in Tanzania, Uganda and Senegal**"

Reference №: **TZA25001-10037**

Country: **Tanzania**

Open Procedure

Deadline for requesting clarifications:	Until the **tenth day** before the deadline for submission of tenders
Deadline for submission of tenders:	**8 October 2026** at **04:00 PM (East African Time)**

Belgian development agency

enabel.be

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1 GENERAL REMARKS

1. THE CONTRACTING AUTHORITY

1.1. The contracting authority of this public contract is Enabel, public-law company with social purposes, with its registered office at Rue Haute 147, 1000 Brussels in Belgium (enterprise number 0264.814.354, RPM/RPR Brussels), called ' Enabel ' pursuant to the entry into force of Law of 23 November 2017 changing the name of the Belgian Technical Cooperation and defining the missions and functioning of Enabel, the Belgian agency for development cooperation.

1.2. Enabel has the exclusive competence for the execution, in Belgium and abroad, of public service tasks of direct bilateral cooperation with partner countries. Moreover, it may also perform other development cooperation tasks at the request of public interest organisations, and it can develop its own activities to contribute towards realisation of its objectives.

1.3. For this public contract Enabel, in Tanzania, is represented by :

Name	Position
Virginie Hallet	Country Director
Othman Boufaied	Contract Manager

1.4. **Attention:** <u>Although Enabel, as the contracting authority, is established in Belgium, Enabel has a permanent establishment in Tanzania, which is the contracting entity for this public contract for tax purposes. Accordingly, invoicing and payments by Enabel will be subject to the Tanzanian tax regime. However, the services under this contract will be performed in Tanzania, Uganda and Senegal. Tenderers remain solely responsible for complying with any tax, employment, social security, registration, or other legal obligations that may arise under the legislation of each country in which the services are performed.</u> For more information, you can contact Lutufyo Mwakipesile, Procurement Officer (clause 3 of chapter 3 Award Procedure).

2. RULES GOVERNING THE PUBLIC CONTRACT

2.1. The following, among others, apply to this public contract:

(a) The Law of 17 June 2016 on public procurement;

(b) The Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors;

(c) The Royal Decree of 14 January 2013 establishing the general rules for the execution of public contracts;

(d) The Law of 17 june 2013 on motivation, information, and remedies in public procurement, certain works, supply, and service contracts, and concessions;

(e) Circulars of the Prime Minister with regards to public procurement;

(f) Enabels policy regarding sexual exploitation and abuse – June 2019;

(g) Enabels policy regarding fraud and corruption risk management – June 2019.

2.2. All Belgian regulations on public contracts can be consulted on https://bosa.belgium.be/en/themes/public-procurement;

Enabel's Code of Conduct and the policies mentioned above can be consulted on Enabel's website via https://www.enabel.be/who-we-are/integrity/.

3. APPLICABLE LAW AND COMPETENT COURTS

3.1. Belgian legislation applies for this public contract and no other. In the event of a conflict regarding the interpretation, application or performance of these tender specifications, the parties will first try all conciliation possibilities. Except for an emergency, the parties avoid litigation in court without preliminary notification.

3.2. In case of court action, correspondence must (also) be sent to the following address:

Enabel S.A.
Global Procurement Services
To the attention of Ms Laura Jacobs
Rue Haute 147
1000 Brussels
Belgium

3.3. Any litigation regarding this public contract is the exclusive competence of the Brussels legal district courts and tribunals. French or Dutch are the languages of proceedings.

2 SUBJECT-MATTER AND SCOPE OF THE PUBLIC CONTRACT

1. TYPE OF CONTRACT

1.1. This public contract is a service contract for provision of: Consultancy Services for Venture Sourcing, Matchmaking and Entrepreneur Exchange Programme in Tanzania, Uganda and Senegal.

2. LOTS

2.1. This public contract is not divided into lots.

3. ITEMS

3.1. This public contract consists of the items listed under clause 3 of chapter 8 Forms - Tender form - Prices.

3.2. These items are grouped together to form one single contract. It is not possible to tender for one or several items and the tenderer must submit price quotations for all items of the contract.

4. DURATION OF THE PUBLIC CONTRACT

4.1. This public contract starts **upon award notification** and ends upon completion of performance **(clause 16 of chapter 4 Special Contractual Provisions)**

5. VARIANTS

5.1. Variants are **NOT** allowed. Each tenderer may submit only one tender, no variants will be accepted.

6. OPTIONS

6.1. The tenderer may **NOT** submit options. Free options are forbidden. Any proposed option will be discarded.

3 AWARD PROCEDURE

SECTION (A) - GENERAL PROCEDURE INSTRUCTIONS

1. AWARD PROCEDURE

This public contract will be awarded through an Open Procedure pursuant to Article 36 of the Law of 17 June 2016 on public procurement.

2. PUBLICATION

This contract is advertised in

(a) The following official platform:
(a) Website of Enabel (www.enabel.be);

(b) Website of the OECD (Organisation for Economic Co-operation and Development);

(c) BOSA Website.

2.1. This publication constitutes an invitation to submit a tender

3. FURTHER INFORMATION

3.1. **Public procurement administrator**

The awarding of this public contract is coordinated by:

Lutufyo Mwakipesile

Procurement Officer

lutufyo.mwakipesile@enabel.be

All communication between the contracting authority and (prospective) tenderers regarding this public contract must go through this contact. Any other form of contact with the contracting authority about this public contract is prohibited unless otherwise stated in these tender specifications.

3.2. **Requesting clarifications**

Prospective tenderers have until the **tenth day**, inclusive, before the deadline for submission of tenders to submit any questions regarding these tender specifications and the contract. All inquiries must be sent in writing to the procedure coordinator mentioned under clause 3.1 (lutufyo.mwakipesile@enabel.be), and will be answered in the order received.

In accordance with Article 81 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors, the tenderer is required to report immediately any gap, error or omission in the procurement documents that precludes the establishment of his price or the comparison of tenders, within ten days at the latest before the deadline for submission of tenders.

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

3.3. **Publication of clarifications and/or amendments to the tender specifications**

The complete overview of questions and answers, as well as any amendments to these tender specifications, will be available at the seventh day before the deadline for submission of tenders, at the latest.

These updates will be published on the same platforms as mentioned under clause 2.

The tenderer is to submit his tender after reading and taking into account any corrections made to these tender specifications that are published or that are sent to him by e-mail. To do so, when the tenderer has downloaded the tender specifications, it is strongly advised that he gives his coordinates to the public procurement administrator mentioned under clause 3.1 and requests information on any modifications or additional information.

4. INFORMATION SESSION

An information session to clarify the tender requirements and conditions for submitting a compliant offer will be held online via Microsoft Teams on 22 Sept. 2026 at 10:00 AM (EAT).

Interested Tenderers must send a request to participate in the meeting to the following email address: lutufyo.mwakipesile@enabel.be and procurement.tza@enabel.be by 18 Sept. 2026 at 12:00 PM EAT. A participation link will be shared with registered participants in due course.

SECTION (B) - INSTRUCTIONS FOR PREPARATION OF TENDERS

5. VALIDITY PERIOD OF TENDERS

The tenderers remain bound by their tender for a period of **90 (ninety) calendar days** from the tender reception deadline date.

6. DATA TO BE INCLUDED IN THE TENDER

6.1. Tenderers are advised to consult the general principles set out under Heading 1 of the Law of 17 June 2016 on public procurement, which are applicable to this award procedure.

6.2. The tender and all annexes to the tender form must be drawn up in:

(a) English.

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

6.4. The tenderer must clearly indicate within their tender any information that is confidential and/or relates to technical or business secrets, which may not be divulged by the contracting authority.

6.5. The tenderer must use the tender forms provided in the annex:

(a) Identification form (clause 1 of chapter 8 Forms);

(b) List of subcontractors (clause 2 of chapter 8 Forms);

(c) Technical offer form (clause 3 of chapter 8);

(d) Tender form - Prices (clause 4 of chapter 8 Forms)

(e) Declaration on honour - Exclusion grounds (clause 5 of chapter 8 Forms).

Should the tenderer fail to use these forms, they shall bear full responsibility for ensuring that the documents submitted are in perfect concordance with the forms.

6.6. The tenderer also attaches the following to his tender:

(a) All documents demanded for the application of qualitative selection (see clause 14 and 6 Selection file) and award criteria (see clause 16);

(b) A detail of the prices quoted, listing for each item the various elements that are included in the price and the applicable taxes;

(c) The statutes and any other document required to establish the power of attorney of the signer(s).

6.7. Where the tender is submitted by a group of economic operators, it must include a copy of the following documents for each of the participants in the group:

(a) Identification form (clause 1 of chapter 8 Forms);

(b) Declaration on honour - Exclusion grounds (clause 5 of chapter 8 Forms);

(c) The statutes and any other document required to establish the power of attorney of the signer(s);

(d) The association agreement signed by each participant, clearly showing who represents the association.

6.8. Participants in a group of economic operators must designate one member of the group who will represent the group vis-à-vis the contracting authority.

6.9. In accordance with Article 73 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors, where an economic operator wants to rely on the capacities of other entities (particularly subcontractors or independent subsidiaries) for replying to criteria of economic and financial capacity or technical and professional aptitude (see clause 14 and 6 Selection file), it shall prove to the contracting authority that it will have at its disposal the resources necessary, for example, by producing a commitment by those entities to that effect.

7. TENDER CURRENCY

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

8. DETERMINATION OF PRICES

8.1. This public contract is **a mixed-price contract**, comprising both **lump-sum** and **cost reimbursement** elements.

For the **lump-sum elements**, a fixed price covers the entirety of the relevant services, activities, or specific parts of the contract, as defined in the tender documents.

For the **cost reimbursement elements**, the final amount payable shall be determined based on the **actual costs incurred and duly verified**, in accordance with the conditions and supporting documentation specified in the tender documents.

8.2. In accordance with Article 37 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors, the contracting authority may for the purpose of verifying the prices carry out an audit of any and all accounting documents and perform on-the-spot checks with a view of verifying the correctness of the indications supplied.

9. ELEMENTS INCLUDED IN THE PRICE

1.1. The tenderer shall include in its prices all costs, charges and taxes applicable under the Tanzanian tax regime in accordance with the provisions governing payment by Enabel.

1.2. Since the services will be performed in Tanzania, Uganda and Senegal, tenderers shall also take into account any tax obligations, registrations, withholding taxes, employment taxes or similar obligations that may arise under the legislation of those countries. Compliance with such obligations shall remain the sole responsibility of the service provider and shall not give rise to additional payments by Enabel.

9.1. For payments made by Enabel, the applicable Tanzanian tax regime shall apply. Enabel will deduct withholding tax at the applicable rate, **5% for payments made to Tanzanian companies** and **15% for payments made to non-resident (non-Tanzanian) companies**, unless a different rate applies under the applicable legislation or a double taxation agreement. Any such withholding tax shall be deducted from the amount payable to the contractor and remitted to relevant tax authority in accordance with the applicable legislation.

9.2. The unit and global prices for this public contract must encompass any costs, measures, and charges related to the performance of the contract, including but not limited to:

(a) Administrative management and secretariat services;

(b) Transportation (excluding flights), and insurance;

(c) Documentation related to the services;

(d) Delivery of documents or records associated with the performance of the contract;

(e) Training required for operation.

(f) Acceptance costs.

9.3. All relevant costs must be factored into the prices for this public contract.

SECTION (C) - SUBMISSION OF TENDERS

10. SUBMISSION OF TENDERS

10.1. Without prejudice to any variants, the tenderer may only submit one tender per contract.

10.2. Considering article 14, § 2, °1 of the Law of 17 June 2016 on public procurement, it would not be appropriate to impose the obligation to use electronic means of communication referred to in article 14, § 7, of the Law of 17 June 2016 on public procurement.

The nature of this public contract is such that national or regional economic operators do not have equal access to the requirements linked to the use of the Belgian federal “e-Procurement” platform. The technical characteristics can therefore be discriminatory and can restrict the access of economic operators to the procurement procedure, in particular, in terms of speed and quality of the internet connection, as well as the quality of the electricity transport network.

In addition, the particular forms provided by this platform from the point of view of electronic signature are not yet compatible with the ICT generally used.

10.3. The tenderer submits their tender as follows:

One original copy of the completed tender shall be submitted on paper.

The tenderer shall attach copies of the documents requested in these tender specifications. These copies **MUST BE** submitted as one or more PDF files on a USB stick.

The submission is to be made in a properly sealed envelope, bearing the following information:

Tender: **TZA25001-10037 - Consultancy Services for Venture Sourcing, Matchmaking and Entrepreneur Exchange Programme in Tanzania, Uganda and Senegal.**

To the attention of: Lutufyo Mwakipesile, Procurement Officer.

10.4. **Tenders must be submitted no later than 8 October 2026 at 04:00 PM (EAT)**. in one of the following ways:

- By mail (standard or registered mail): In this case, the sealed envelope should be placed in a second closed envelope addressed to:

  Enabel,

  Belgian Agency for International Cooperation

  14/15 Masaki, Haile Selassie Road,

  Oasis Office Park,

  4th Floor P.O Box 23209, Dar es Salaam, Tanzania

- Delivered by hand with an acknowledgment of receipt: The tender may be delivered in person on working days during office hours, from 9 am to 12 pm and from 1 pm to 5 pm - see the address provided under this clause 9.4 (a).

10.5. **The contracting authority draws the attention of the tenderer to the fact that submitting a tender email does not satisfy the requirements of Article 14, § 6 and 7 of the Law of 17 June 2016 on public procurement. A tender submitted by email will be discarded.**

11. TENDER SIGNATURE

11.1. Signatures are placed by the person(s) empowered or mandated to commit the tenderer. This obligation applies to each participant when the tender is submitted by a group of economic operators (consortium). These participants are jointly liable.

11.2. When the submission report is signed by a mandatary, he or she must clearly indicate whom he or she represents. The mandatary attaches the original electronic deed or private document that transfers these powers to him or her or a scanned copy of that proxy.

11.3. The contracting authority also reminds the tenderer that a scanned written signature is not considered a valid electronic signature.

12. DEADLINE FOR SUBMISSION AND OPENING OF TENDERS

12.1. Tenders must be in the possession of the contracting authority before **8 October 2026** at **04:00 PM (East African Time)**.

12.2. Tenders are opened behind closed doors.

SECTION (D) - SELECTION, AWARDING & CONCLUSION

13. EXCLUSION GROUNDS

13.1. The obligatory and facultative grounds for exclusion are provided in the declaration on honour attached to these tender specifications (see clause 5 of chapter 8 Forms).

13.2. By submitting the declaration enclosed in the annex to these tender specifications, the tenderer certifies that they are not in any of the exclusion cases listed in Articles 67 to 70 of the Law of 17 June 2016 on public procurement, nor Articles 61 to 64 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors.

13.3. The grounds for exclusion apply to all participants submitting a joint bid as a consortium of economic operators and third parties (in particular subcontractors or independent subsidiaries) whose capacity is invoked with regard to the criteria of economic and financial capacity or technical and professional aptitude (see clause 14 and 6 Selection file), in accordance with Article 73 § 1 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors.

13.4. The contracting authority will verify the accuracy of this declaration on honour for the tenderer with the highest ranked tender. To this end, the contracting authority will request the tenderer concerned to provide the necessary information or documents to verify their personal situation. The tenderer must submit this information by the fastest means and within the deadline set by the contracting authority.

13.5. The tenderer may attach these documents directly to his tender. If the tenderer fails to deliver the requested document(s) on time, the contracting authority reserves the right to exclude the tenderer.

13.6. <u>Tenderers are strongly advised not to wait for the request of the contracting authority and to request the documents they have not attached to their tender as soon as possible from the competent authorities of the country where they are based. After all, in some cases, it may take a long time to obtain particular documents.</u>

13.7. The contracting authority will directly obtain any information or documents that can be accessed free of charge by digital means from the instances that manage the information or documents. This is the case for Belgian tenderers (via the Telemarc platform), with the exception of the extract from the criminal record, which must be requested by the tenderer himself.

13.8. **Conflicts of Interest – Revolving Doors (Article 51 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors)**
Without prejudice to Articles 6 and 69, paragraph 1, 5° of the Law of 17 June 2016 on public procurement, a conflict of interest also includes any “revolving doors” situation. This occurs when a natural person who previously worked for a contracting authority — whether as internal staff, in a hierarchical position, as a civil servant, public officer, or in any other capacity linked to the contracting authority — subsequently intervenes under a public contract awarded by that same contracting authority. A conflict of interest arises when there is a connection between the activities previously performed by the individual for the contracting authority and the activities carried out under the awarded contract.

14. QUALITATIVE SELECTION

14.1. By means of the documents requested in the 'Selection file' (6 Selection file), the tenderer must demonstrate sufficient capacity to successfully perform this public contract.

14.2. Only tenders from tenderers who meet the selection criteria will be taken into consideration to participate in the comparison of tenders based on the award criteria outlined in clause 16 subject to the regularity of these tenders.

14.3. To meet the criteria of economic and financial capacity and the criteria on technical and professional aptitude, the tenderer may rely on the capacity of:

(a) all participants submitting a joint bid as a consortium of economic operators;

(b) other entities (in particular subcontractors or independent subsidiaries) regardless of the legal nature of the relationship with these entities, in accordance with Article 73 § 1 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors.

14.4. For all such participants or entities, the contracting authority must verify that there are no grounds for exclusion.

14.5. In accordance with Article 73 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors, where an economic operator wants to rely on the capacities of other entities (particularly subcontractors or independent subsidiaries) for replying to criteria of economic and financial capacity or technical and professional aptitude, it shall prove to the contracting authority that it will have at its disposal the resources necessary, for example, by producing a commitment by those entities to that effect.

15. MODALITIES RELATING TO TENDER EXAMINATION AND REGULARITY OF TENDERS

15.1. Before starting the evaluation and comparison of tenders, the contracting authority examines their regularity.

The tenders must be drawn up in such a way that the contracting authority can make a selection without starting negotiations with the tenderer. For this reason, and in order to be able to assess the tenders fairly, it is essential that the tenders be completely in conformity with the provisions of these tender specifications, both formally and materially.

The substantially irregular tenders are excluded.

15.2. A substantial irregularity is such as to give a discriminatory advantage to the tenderer, to distort competition, to prevent the evaluation of the tenderer's tender or its comparison with the other tenders, or to render non-existent, incomplete or uncertain the commitment of the tenderer to perform the contract under the conditions laid down.

The following irregularities are deemed substantial:

(a) failure to comply with environmental, social or labour law, provided that such non-compliance is punishable by law

(b) failure to comply with the requirements of Articles 38, 42, 43, § 1, 44, 48, § 2, clause 1, 54, § 2, 55, 83 and 92 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors and of Article 14 of the Law of 17 June 2016 on public procurement, insofar as they contain obligations vis-à-vis the tenderers

(c) failure to comply with the minimum requirements and the requirements that are indicated as substantial in the procurement documents

15.3. The contracting authority will also declare void any tender that is affected by several non-substantial irregularities which, by reason of their accumulation or combination, are capable of having the same effect as described above (in accordance with Article 76 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors).

16. AWARD CRITERIA

16.1. The contracting authority will select the regular tender that it considers to be the most economically advantageous, based on the following criteria:

Award Criterion	Criterion Weight (%)	Criterion Evaluation or Formula
Understanding and Methodology	15	The evaluation committee will award points out of 15 based on the quality of the proposal.
Work plan and Delivery schedule	10	The evaluation committee will award points out of 10 based on the quality of the proposal.
Implementation approach	10	The evaluation committee will award points out of 10 based on the quality of the proposal.
Tools and knowledge transfer	10	The evaluation committee will award points out of 10 based on the quality of the proposal.

Award Criterion	Criterion Weight (%)	Criterion Evaluation or Formula
Team Organization	10	The evaluation committee will award points out of 10 based on the quality of the proposal.
Risk Management and sustainability	5	The evaluation committee will award points out of 5 based on the quality of the proposal.
Price	40	Points tender A = (Amount of lowest tender / Amount of tender A) *40

16.2. Only technical offers that obtain a minimum score of 45 points out of 60 will proceed to the financial evaluation. Technical offers scoring below this threshold shall be rejected.

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

17. AWARDING THE PUBLIC CONTRACT

17.1. This public contract will be awarded to the tenderer who has submitted the most economically advantageous tender.

17.2. In accordance with Article 85 of the Law of 17 June 2016 on public procurement, the contracting authority is under no obligation to award the contract. The contracting authority may choose either not to award the public contract or to restart the procedure, if necessary, through another award procedure.

18. CONCLUDING THE CONTRACT

18.1. In accordance with Article 88 of the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors, the contract is formed upon notification to the successful tenderer of the approval of their tender.

18.2. Notification is made via digital platforms or email, and, on the same day, by registered post.

18.3. The full contract consists of the following documents:

(a) These tender specifications and their annexes;

(b) The approved tender and all its annexes;

(c) The registered letter notifying the award decision;

(d) Any later documents accepted and signed by both parties, as appropriate.

18.4. In the interest of transparency, Enabel commits to publishing an annual list of recipients of its contracts. By submitting their tender, the successful tenderer agrees to the publication of the contract title, nature and object of the contract, their name and location, and the contract amount.

4 SPECIAL CONTRACTUAL PROVISIONS

1. This chapter of these tender specifications holds the specific administrative and contractual provisions that apply to this public contract by way of derogation from the 'General Implementing Rules for public procurement' of the Royal Decree of 14 January 2013 (Royal Decree of 14 January 2013 establishing the general rules for the execution of public contracts), hereinafter referred to as "GIR", or as a complement or an elaboration thereof. The numbering of the articles below (between brackets) follows the numbering of the "GIR" articles. Unless indicated, the relevant provisions of the "GIR" apply in full.

2. These tender specifications derogate from the following Articles of the "GIR".

SECTION (A) - GENERAL

3. USE OF ELECTRONIC MEANS (ART. 10)

The use of electronic means for exchanges during the performance of the contract is permitted unless stated otherwise in these tender specifications. In such cases, notifications from the contracting authority will be sent to the address or registered office mentioned in the tender.

4. MANAGING OFFICIAL (ART. 11)

4.1. The managing official for this public contract is **Abbas Sykes**, **Expert, Innovation Support Organization**, email: abbas.sykes@enabel.be. The managing official is responsible for overseeing the performance of the contract.

4.2. Once this public contract is concluded, the managing official serves as the primary point of contact for the service provider. All correspondence or questions regarding the performance of the contract should be directed to him/her, unless otherwise explicitly stated in these tender specifications.

4.3. The managing official has full authority to monitor the satisfactory performance of the contract, which includes issuing service orders, preparing reports and statements, approving services, progress reports, and reviews. They may order changes to the contract with regards to its subject-matter or performance, provided that such changes remain within its original scope.

4.4. However, the signing of amendments or any other decision or agreement implying derogation from the initial terms and conditions of the contract are not part of the competence of the managing official. For such decisions the contracting authority is represented as stipulated under clause 1 of chapter 1 General Remarks.

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

5. CONFIDENTIALITY (ART. 18)

5.1. Service providers who, during the performance of the contract, receive information or documents or data of any kind that are classified as confidential and relate, in particular, to the subject matter of the contract, the resources required for its performance and the operation of the contracting authority's services, shall take the necessary measures to prevent such information, documents or data from being disclosed to third parties who have no right to know them.

5.2. Service providers who, in the performance of the contract, have knowledge of a drawing or model, know-how, method or invention belonging to the contracting authority or jointly to the contracting authority and the service provider, shall refrain from any communication concerning the drawing or model, know-how, method or invention to third parties, unless those elements are the subject of the contract.

6. PROTECTION OF PERSONAL DATA

6.1. Processing of personal data by the contracting authority

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

6.2. Processing of personal data by the service provider

Where during contract performance, the service provider processes personal data of the contracting authority or in execution of a legal obligation, the following provisions apply :

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

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

Given the public contract, it is to be considered that the contracting authority and the service provider will each be responsible, individually, for the processing.

7. INTELLECTUAL PROPERTY (ART. 19 TO 23)

7.1 The contracting authority **acquires** the intellectual property rights created, developed, or used during performance of the public contract.

7.2 Unless otherwise specified in the procurement documents and without prejudice to clause 7.1, when this public contract involves the creation, manufacture, or development of designs, logos, or similar works, the contracting authority acquires the intellectual property rights to these works. This includes the right to trademark, register, and protect them.

7.3 For any domain names created under this public contract, the contracting authority similarly acquires the right to register and protect them unless stated otherwise in the procurement documents.

SECTION (B) - FINANCIAL GUARANTEES

8 PERFORMANCE BOND (ART. 25 TO 33)

8.1 Scope and amount (Art. 25)

The performance bond is a requirement for this public contract and is set at **5%** of the total value of the contract, excluding VAT. The resulting value will be rounded up to the nearest 10 euros.

8.2 **Nature of the performance bond (Art. 26)**

In accordance with the applicable legal and regulatory provisions, the performance bond may be provided in the form of cash, public funds, or a joint performance bond. It may also be issued as a surety bond by a credit institution meeting the requirements of the law governing credit institutions or by an insurance company approved for branch 15 (bonds) under the law governing insurance companies.

By way of derogation from Article 26 of the “GIR”, the performance bond may be posted through an institution with its registered office in one of the countries of destination of the services. The contracting authority reserves the right to accept or refuse the posting of the bond through such an institution. The tenderer shall provide the name and address of this institution in the tender.

This derogation is intended to provide local tenderers with the opportunity to submit a tender, taking into account the specific requirements of the contract.

8.3 **Deadline for submitting the performance bond (Art. 27)**

The successful tenderer is required to provide proof of the posting of the performance bond within 30 calendar days from the conclusion of the procurement contract.

The period specified above is suspended during the period of closure of the service provider 's business for paid annual holidays and the days off in lieu stipulated by regulation or by a collective binding labour agreement.

8.4 **Posting of the performance bond (Art. 27)**

The performance bond must be posted by the successful tenderer in one of the following ways:

(a) Cash deposit: Deposit the amount in the account of the Deposit and Consignment Office (Dutch or French procedure to enter a deposit in e-DEPO) or of a public institution performing a similar function similar;

(b) Public Funds: Deposit with the State cashier at the National Bank's headquarters in Brussels or one of its provincial branches, on behalf of the Deposit and Consignment Office or a similar public institution;

(c) Joint surety: By the deposit, via an institution that lawfully carries out this activity, of a deed of joint surety with the Deposit and Consignment Office or with a similar public institution;

(d) Guarantee: Provide the deed of undertaking of the credit institution or the insurance company. <u>The Contracting Authority reserves the right, at its sole discretion, to reject guarantees issued by insurance companies and to require that the guarantee be issued by a bank or other financial institution acceptable to the Contracting Authority.</u>

8.5 **Proof of deposit (Art. 27)**

Proof of posting the performance bond must be provided as applicable by submission to the contracting authority of:

(a) A deposit receipt from the Deposit and Consignment Office or a similar public institution;

(b) A debit notice from the credit institution or insurance company;

(c) A deposit certificate issued by the State Cashier or a similar public institution;

(d) The original copy of the deed of joint surety stamped by the Depot and Consignment Office or by a similar public institution;

(e) The original copy of the deed of undertaking issued by the credit institution or the insurance company granting a guaranty.

These documents, signed by the depositor, must state why the performance bond was posted and its precise usage, consisting of a concise indication of the subject-matter of the procurement contract and a reference to the procurement documents, as well as the name, first name and full address of the service provider and, where relevant, that of the third party that made the deposit on the service provider 's account, bearing the statement 'lender' or 'mandatory', as appropriate.

Proof that the required performance bond has been posted must be sent to the address that will be mentioned in the contract conclusion notification.

8.6 **Release of bond**

If the contracting authority confirms acceptance of the services, the bond shall be released, even if the service provider has made no such request.

The whole of the bond will be released at once after acceptance of the entire contract.

SECTION (C) - THE PUBLIC CONTRACT DOCUMENTS

9 CONFORMITY OF PERFORMANCE (ART. 34)

The services must comply in all respects with the procurement documents. In the absence of specific technical specifications in the procurement documents, the performance of the contract must meet the highest standards of good practice in the relevant field.

SECTION (D) - CHANGES TO THE PUBLIC CONTRACT

10 REPLACEMENT OF THE SERVICE PROVIDER (ART. 38/3, °1)

10.1 **Scope**

The clause may be applied in case the service provider is unable to continue the performance of the contract due to termination of the contract (art. 61, 62 or 62/1, °2 of the “GIR”) or after taking an ex officio measure (art. 47 of the “GIR”).

10.2 **Nature of the amendment**

In derogation of art. 47, § 2, °3 of the “GIR”, the contracting authority may, in all the above cases, immediately award a new contract to the subcontractor(s) of the service provider already involved in the performance of the contract or to the second-ranked tenderer, for all or part of the contract still to be performed, and this without initiating a new award procedure. This agreement will take the form of an amendment to the original contract to be concluded between the contracting authority and the new service provider.

10.3 **Conditions under which this revision clause may be used**

Provided that they meet the selection criteria and the exclusion grounds set out in this document, and if they can meet the initial conditions of the contract, the contracting authority may conclude a contract for account with the service provider 's subcontractor(s) already involved in the performance of the contract.
To this end, the contracting authority shall contact the subcontractor(s) or his (their) representative(s), asking whether he (they) can meet the original terms of the contract.
If the subcontractor(s) cannot meet the original conditions, a contract for account may be concluded under amended conditions. Before concluding such an amended contract, the contracting authority shall check whether the new conditions are still more advantageous than those of the tenderer ranked second during the evaluation of the tenders under the original award procedure. If this is not the case, the contracting authority will conclude a contract for account as referred to in the paragraph below.

If the contracting authority is unable or unwilling to avail itself of the option mentioned in the preceding paragraph, a contract for account may be concluded with the tenderer who was ranked second during the evaluation of the tenders under the original award procedure, provided that he meets the selection criteria and the exclusion grounds set out in this document.
To this end, the contracting authority contacts the second-ranked tenderer or his representative

to ask whether he agrees to maintain his bid. If that bidder agrees without reservation, the contracting authority proceeds to award and conclude the contract for account. If the tenderer in question does not agree to maintain the terms of his initial tender or if his modified tender does not remain the most economically advantageous on the basis of the evaluation of the tenders under the original award procedure (after exclusion of the initial service provider), the contracting authority shall address itself:

(a) either successively, according to the ranking, to the other regular the tenderers. In this case too, the contracting authority contacts the tenderer concerned or his representative to ask whether he agrees to maintain his tender. If that tenderer agrees without reservation, the contracting authority proceeds to award and conclude the contract for account ;

(b) or simultaneously to all the other regular tenderers, asking them to revise their tender, on the basis of the initial terms of the contract, in order to award and conclude the contract on the basis of the tender that has become the most economically advantageous.

In any case, the contracting authority shall ensure that verification of the absence of grounds for exclusion and compliance with the selection criteria has taken place in an impartial and transparent manner, either in the context of the initial award procedure or at the time of the conclusion of the contract for account, so that no contract is awarded to a tenderer (or subcontractor) who should have been excluded or who does not meet the selection criteria. The minimum requirements of qualitative selection may, where appropriate, be adjusted in proportion to the remaining part of the contract if the contract for account is concluded only for part of the contract still to be performed.

The contract for account will be concluded by means of an amendment to the original contract, which will be signed by the contracting authority and the new service provider. If the contract has already been partially performed, this amendment will accurately mention all parts of the contract that still need to be performed. The amendment shall also mention all the changed conditions compared to the original tender of the initial service provider, and compared to the original tender of the new service provider. If necessary, the amendment shall state the method of application of the original conditions to the remaining part of the contract. All other conditions stated in the contract documents (the tender specifications and the original tender of the initial or new service provider), shall continue to apply unchanged.

If a contract for account is concluded, a copy of the amendment concerning the contract to be concluded shall be sent to the initial service provider by electronic transmission, in deviation from art. 47, § 3 (3) of the “GIR”.
If, following the application of an ex officio measure (art. 47 of the “GIR”), the price of the new contract for account concluded is higher than that of the initial contract, the initial service provider shall bear the additional costs.

11 REVISION OF PRICES (ART. 38/7)

Price revisions are not allowed under this contract.

12 INDEMNITIES FOR SUSPENSIONS ORDERED BY THE CONTRACTING AUTHORITY DURING CONTRACT PERFORMANCE (ART. 38/12)

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

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

12.3 When activities are suspended, based on this clause 12.3, the service provider is required to take all necessary precautions, at his expense, to protect the services already performed and the materials from potential damage caused by unfavourable weather conditions, theft or other malicious acts.

12.4 The service provider has a right to damages for suspensions ordered by the contracting authority when:

(a) The suspension lasts in total longer than one twentieth of the performance period and at least ten working days or fifteen calendar days, depending on whether the performance period is expressed in working days or calendar days;

(b) The suspension is not due to unfavorable weather conditions or other circumstances beyond the contracting authority's control which, in the contracting authority's discretion, constitute an obstacle to the continued performance of the contract at that time;

(c) The suspension occurs during the contract's performance period.

13 UNFORESEEABLE CIRCUMSTANCES

13.1 As a general rule, the service provider is not entitled to request modifications to the contractual terms for circumstances unknown to the contracting authority.

13.2 A decision by the Belgian state to suspend cooperation with a partner country, or a decision of a government of a partner country to suspend cooperation with the Belgian state, constitutes an unforeseeable circumstance under this clause 13. In the event that the Belgian state or the partner country terminates or ceases activities, which implies therefore the financing of this public contract, Enabel will make reasonable efforts to negotiate a fair maximum compensation amount.

14 TAXATION HAVING AN EFFECT ON THE VALUE OF THE PUBLIC CONTRACT (ART. 38/8)

14.1 For this public contract, a price revision resulting from a change in taxation is possible if the case occurs in Belgium or in the country of performance concerned by this public contract and has an incidence on the value of the public contract.

14.2 Such price revision is only possible if both the following conditions apply:

(a) The change entered into force after the tenth day preceding the deadline for submission of tenders, and

(b) Either directly, or indirectly by means of an index, such taxation is not included in the revision formula provided for in procurement documents in application of Article 38/7 of the “GIR”.

14.3 In the event of an increase in charges, the service provider must prove that it has actually borne the additional charges it has claimed and that they are related to the performance of the contract.

In case of a reduction, there is no revision if the service provider proves that he paid the charges at the old rate.

15 TERMS OF INTRODUCTION (ART. 38/14 TO 38/17)

15.1 The contracting authority or the service provider who wishes to rely on one of the review clauses, as referred to in Articles 38/9 to 38/12 of the “GIR”, must give written notice of the facts or circumstances invoked on which it relies within 30 days, either after they occurred or after the date on which the contracting authority or the service provider should normally have known about them.

15.2 The service provider may only invoke the application of one of these review clauses if it succinctly discloses the influence of the facts or circumstances invoked on the course and cost of the contract to the contracting authority within the period mentioned under clause 15.1, regardless of whether the contracting authority is aware of the facts or circumstances.

SECTION (F) - PERFORMANCE MODALITIES

16 DEADLINES AND TERMS (ART. 147)

16.1 The service provider must complete the services within **360 (three hundred and sixty) calendar days**, starting from **the day after the date on which the service provider received the contract conclusion notification letter**.

17 PLACE OF PERFORMANCE (ART. 149)

The services must be performed at the following locations: **Tanzania, Uganda and Senegal.**

18 INSPECTION OF THE SERVICES (ART. 150)

18.1 If irregularities are identified during the performance of this contract, the service provider will be promptly notified by e-mail, followed by confirmation via registered letter. The service provider is required to rectify the non-compliant services.

18.2 The service provider must notify the managing official in writing, either by registered post or e-mail (with proof of the exact dispatch date), specifying the date on which the services will be available for inspection.

19 LIABILITY OF THE SERVICE PROVIDER (ART. 152-153)

19.1 The service provider assumes full responsibility for any mistakes or deficiencies in the services delivered.

19.2 The service provider shall indemnify the contracting authority against any damages it may incur as a result of liability towards third parties arising from delays in the performance of the services or any failure by the service provider to fulfil its obligations.

SECTION (G) - MEANS OF ACTION

20 FAILURE OF PERFORMANCE (ART. 44)

20.1 The service provider shall be considered in breach of this public contract under the following circumstances:

(a) When contract performance is not carried out in accordance with the conditions specified in the procurement documents;

(b) When, at any time, contract performance has not progressed in such a way that it can be fully completed on the due dates;

(c) When the service provider fails to comply with written orders issued in due form by the contracting authority.

Any failure to comply with the provisions of the public contract, including the non-compliance with orders from the contracting authority, will be documented in a report ('process verbal'). A copy of this report will be sent immediately to the service provider either by registered post or e-mail (with proof of the exact dispatch date).

20.2 The service provider must address the defects without delay. He may assert his right of defence, either by registered post or e-mail (with proof of the exact dispatch date), addressed to the contracting authority within fifteen days from the date of dispatch of the report (process verbal). Silence on his part after this period shall be deemed as acknowledgement of the reported facts.

20.3 Any defects that can be attributed to the service provider may result in the application of one or more measures as provided in Articles 45 to 49, 154 and 155 of the "GIR".

21 FINES FOR DELAY (ART. 46 AND 154)

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

21.2 Fines for delay are calculated, according to Article 154 of the "GIR", at a rate of **0.1%** per day of delay, with a **maximum of 7.5%**, of the value of all or part of the services that were performed with the same delay.

21.3 If the execution deadline is an award criterion, the penalty rate may increase to a **maximum of 10%**, depending on the weight assigned to this criterion in the tender specifications.

21.4 Without prejudice to the application of these fines, the service provider shall indemnify the contracting authority where appropriate against any damages owed to third parties on account of its delay in performing the contract.

22 MEASURES AS OF RIGHT (ART. 47 AND 155)

1.3. When, upon the expiration of the deadline specified in Article 44, § 2 of the "GIR", to present justifications, the service provider has remained inactive or has submitted justifications deemed insufficient by the contracting authority, the latter may invoke the measures as of right outlined in clause 22.2 However, the contracting authority may apply these measures before the expiration of the aforementioned term when the service provider has explicitly acknowledged the identified shortcomings.

22.1 The measures as of right are:

(a) Unilateral termination of the contract. In this case the entire performance bond, or if no bond has been posted an equivalent amount, is acquired as of right by the contracting authority as lump sum damages. This measure excludes the application of any fine for delay in performance in respect of the terminated part;

(b) Completion of all or part of the unfulfilled contract by the contracting authority itself;

(c) Conclusion of one or more replacement contracts with one or more third parties for all or part of the contract remaining to be performed.

The measures outlined in points (a), (b), and (c) will be executed at the expense, risk, and peril of the defaulting service provider. However, any fines or penalties imposed during the performance of a replacement contract will be borne by the new service provider.

SECTION (H) - END OF THE PUBLIC CONTRACT

23 ACCEPTANCE OF THE SERVICES PERFORMED (ART. 64 AND 156)

23.1 The managing official will closely follow up the services during their performance. The services will not be accepted until after having satisfied the inspections, technical acceptance operations and prescribed tests.

23.2 Final Acceptance will occur upon service delivery completion, marking full contract completion.

23.3 When the contracting authority is in possession of the list of services provided or the invoice and the total or partial completion of the services is established in accordance with the procedures laid down in the contract documents, the contracting authority shall carry out the verification, proceed with the acceptance formalities and notify the service provider of the result. In any event, the verification shall be carried out within the processing period referred to in Article 160(1) of the "GIR" (clause 24).

23.4 If the services are completed before or after the expected date, the service provider must notify the managing official by registered letter or electronic mail that provides equivalent assurance of the exact date of dispatch, and shall request that the acceptance procedure be carried out.

23.5 Any progress payment shall be preceded by partial acceptance. The last partial acceptance is considered final acceptance and concludes the services under the contract.

24 INVOICING AND PAYMENT (ART. 66-72 AND 160)

24.1 The contracting authority shall verify and pay the amount due to the service provider within a processing period of thirty days from the date on which it is established that all or part of the services have been completed, the terms of which shall be laid down in the contract documents. However, payment can only be made if the contracting authority is in possession of the duly established invoice.

24.2 Only services that have been performed correctly may be invoiced. The invoice must be issued in EURO.

24.3 The service provider sends (one copy only of) the invoices and the contract acceptance report (original copy) to the following address: tanzania.admin@enabel.be Cc abbas.sykes@enabel.be

24.4 Payment shall be made in accordance with the payment schedule set out in the Terms of Reference and may be made in multiple instalments, each upon acceptance of the corresponding deliverables.

5 TERMS OF REFERENCE

1. BACKGROUND AND JUSTIFICATION

Enabel, through the Africa-Europe Digital Innovation Bridge 2.0 (AEDIB 2.0) programme, is supporting stronger digital innovation linkages across Tanzania, Uganda and Senegal. Under Strategic Objective 2, the programme aims to strengthen innovation ecosystems and facilitate South-South and North-South collaboration to support the growth and internationalization of digital and green innovation ventures.
For the purposes of this assignment, a venture refers to the startup, enterprise or innovation initiative being sourced, assessed and supported. An entrepreneur refers to the founder, co-founder or senior representative participating on behalf of a selected venture. A selected ISO partner refers to an Innovation Support Organization engaged to support venture sourcing, preparation, hosting, matchmaking or post-exchange follow-up. The service provider refers to the contracted firm or consortium implementing this assignment.

AEDIB 2.0 recognizes that high-potential ventures often lack structured pathways to identify relevant partners, test cross-border market opportunities, access investors and corporates, and establish practical collaboration with selected ISO partners, technology providers and European or regional ecosystem actors. Many ventures may be technically promising but not yet sufficiently prepared for international exposure, investment discussions, market entry or technology-transfer opportunities.

This assignment will support the design and implementation of a structured venture sourcing, matchmaking and entrepreneur exchange programme. It will combine venture pipeline development, venture diagnostics and readiness support, curated matchmaking, entrepreneur mobility and exchange activities, and post-exchange partnership support.

The programme shall prioritise quality, depth of engagement and tangible outcomes rather than the number of participating organisations, events, meetings or exchange missions.

The assignment is expected to operate across Tanzania, Uganda and Senegal while facilitating connections with relevant African and European innovation ecosystems. The approach shall work through a limited number of strategically selected ISO partners rather than broad participation by numerous ISOs or ecosystem actors.

Priority shall be given to ventures working in digital transformation, green innovation, circular economy, climate technology, artificial intelligence, deep technology, health technology, inclusive digital services and other AEDIB 2.0 priority areas. Women-led and youth-led ventures shall be actively considered throughout outreach, selection and support.

1.1 Rationale and Purpose of the Technical Assistance

The purpose of this Technical Assistance is to identify, prepare, match and support entrepreneurs and ventures for cross-border collaboration, market access, technology-transfer opportunities, investment-readiness conversations and partnership incubation under the AEDIB 2.0 matchmaking framework.

The assignment should address a common gap in innovation ecosystem programmes: entrepreneurs are often selected for events or exposure visits without sufficient preparation, partner targeting, follow-up support or outcome tracking. This ToR therefore requires a structured end-to-end pathway covering quality ISO anchoring, venture sourcing, screening, readiness support, curated matchmaking, mobility or exchange implementation, and post-mobility follow-up.

The selected service provider or consortium shall work closely with Enabel and relevant AEDIB 2.0 partners to ensure that venture sourcing and exchange activities are aligned with programme priorities, country realities, language needs, safeguarding requirements, data-protection requirements and realistic partnership opportunities. The approach should emphasise targeted, high-quality ISO partnerships rather than broad mobilisation of numerous ISOs or ecosystem actors.

1.2 Expected Outcomes and Impact

The intervention aims to produce measurable results across multiple levels:

- Venture level: participating entrepreneurs and ventures have stronger investment, market, partnership and mobility readiness, including improved pitch materials, partner profiles, data-room materials and follow-up plans.

- Quality ISO level: a small number of selected ISO anchor partners are engaged as credible sources, hosts, ecosystem connectors and post-exchange follow-up partners for high-potential ventures.

- Matchmaking level: ventures are connected to a carefully selected group of relevant investors, corporates, technology partners, quality ISO anchor partners and ecosystem actors through curated and high-quality introductions.

- Exchange level: entrepreneur mobility and in-country engagements are structured around clear learning objectives, partnership opportunities, technology-transfer interests and measurable follow-up actions.
- Ecosystem level: stronger and more meaningful South-South and North-South relationships are built between entrepreneurs and a focused set of high-value ISOs and ecosystem actors across Tanzania, Uganda, Senegal and selected European or regional partner ecosystems.

- Learning level: Enabel obtains reusable sourcing tools, venture-readiness templates, matchmaking frameworks, exchange guides, outcome trackers, case studies and learning products to inform subsequent AEDIB 2.0 activities.

1.3 Implementation and Program Sustainability:

The success of this assignment will depend on strong coordination, practical venture preparation, high-quality ISO and partner curation, effective mobility logistics and disciplined post-exchange follow-up. The selected firm or consortium shall appoint a dedicated Programme Lead responsible for managing timelines, deliverables, stakeholder communication, quality control, risk management and coordination with Enabel.

A structured Monitoring, Evaluation and Learning (MEL) framework should be developed to track quality ISO engagement, venture sourcing, selection, readiness progress, match quality, exchange participation, partnership outcomes, inclusion results and follow-up actions. Sustainability will be reinforced through reusable tools, digital or spreadsheet-based trackers, partner databases, practical handover materials and documentation of partnership models that can be replicated by Enabel and AEDIB 2.0 partners.

2. SCOPE OF WORK

The consultancy services under this program will focus on the following key areas. The assignment shall be implemented as one integrated consultancy package, not as separate lots. The provider shall demonstrate how it will manage the complete sequence of activities, including identification of quality ISO anchor partners, venture sourcing, diagnostics, readiness support, matchmaking, mobility or exchange implementation, post-exchange follow-up, MEL and knowledge documentation

2.1. Program design, coordination and Inception

- Conduct an inception meeting with Enabel and relevant AEDIB 2.0 partners to confirm scope, target groups, priority sectors, target countries, expected mobility destinations, implementation calendar, communication arrangements and reporting requirements.
- Develop a detailed programme design covering quality ISO anchoring, venture sourcing, selection, readiness support, matchmaking, mobility or exchange design, safeguarding, risk management, logistics and post-exchange follow-up.

- Prepare a Theory of Change or Impact Pathway showing how quality ISO anchoring, venture readiness, matchmaking and mobility activities will lead to concrete partnership, market access, technology-transfer, investment-readiness or ecosystem collaboration outcomes.
- Confirm eligibility criteria, quality ISO anchor selection criteria, inclusion targets, country balance, sector focus, selection process, data-protection approach, communication protocols and MEL indicators.
- Submit an Inception Report and detailed workplan for Enabel approval before implementation.

2.2. Quality ISO Anchoring, Venture Sourcing, Screening and Pipeline Development

The provider shall support Enabel to identify and work with a small number of high-quality ISO anchor partners across Tanzania, Uganda and Senegal. These ISOs should have proven capacity to source, prepare or host relevant ventures and to contribute to meaningful matchmaking and exchange outcomes. For planning purposes, tenderers should assume up to six (6) quality ISO anchor partners across the North and South Collaboration. The provider should also assume a more focused venture pipeline of approximately 15 to 30 nominated or sourced ventures, with a maximum of 10 ventures receiving structured diagnostic or readiness support, and a smaller, highly curated cohort participating in exchange or mobility activities.

- Design and implement a targeted venture sourcing strategy using quality ISO anchor partners, curated outreach, partner referrals and selected ecosystem networks rather than broad open mobilisation.
- Prepare quality ISO anchor criteria, venture application forms, eligibility criteria, screening tools, scoring rubrics and selection documentation for Enabel validation.
- Prioritise ventures working in digital innovation, green innovation, circular economy, climate technology, artificial intelligence and inclusive digital services.
- Conduct in-depth ISO and venture profiling covering ISO capacity, venture team, product/service, stage, traction, market, partnership needs, investment needs, technology-transfer interests, gender/youth dimensions and cross-border readiness.
- Develop a structured quality ISO anchor list, venture pipeline tracker and shortlist for matchmaking and exchange consideration.

2.3. Venture Diagnostics, Readiness and Matchmaking Preparation

The provider shall conduct practical diagnostics to determine the readiness of selected ventures and the supporting ISO anchors for matchmaking, mobility, market access, investor engagement, partnership discussions and technology-transfer opportunities.

- Assess market-readiness, investment-readiness, partnership-readiness, mobility-readiness and operational readiness of selected ventures.
- Review pitch materials, business model assumptions, product/service maturity, traction evidence, financial projections, governance, team capacity, safeguarding risks and data-room readiness.
- Develop tailored readiness action plans for selected ventures and, where needed, light-touch support plans for ISO anchors to improve their ability to support follow-up.
- Provide targeted coaching, clinics and preparation sessions rather than broad generic training.
- Prepare high-quality venture profiles, one-page summaries, pitch materials, data-room checklists and ISO anchor briefs suitable for partner and investor engagement.
- Ensure language and contextual adaptation for English, French and Swahili where needed.

2.4. Matchmaking, Entrepreneur Exchange and Mobility Implementation

The provider shall design and implement a structured matchmaking and exchange approach that prioritises high-value partnerships rather than large-scale participation. Matchmaking should be based on venture needs, ISO anchor quality, partner mandates, sector fit, geography, stage, technical relevance and realistic follow-up potential. Mobility should only be organised where it is justified by clear partnership, market access, learning, investment or technology-transfer objectives.

- Map and engage a focused group of high-quality African and European investors, corporates, technology partners, research organisations, universities, ISOs, mentors, ecosystem networks and public/private institutions through virtual or, where approved by Enabel and supported by available programme resources, in-person engagement.
- Develop a partner database or matchmaking tracker with quality ISO anchor profiles, partner profiles, interests, sectors, geographic focus, type of support offered and fit with selected ventures.
- Prepare match rationales for proposed introductions, explaining why a specific venture and partner have been matched and what the expected outcome could be.
- Facilitate curated B2B, investor, corporate, mentor, ISO-to-venture and ecosystem partnership meetings through virtual, hybrid and in-person formats, prioritising depth and relevance over the number of meetings.
- Prepare a mobility and exchange design covering objectives, participant selection, destinations, host organisations, agenda, expected outcomes, safeguarding, travel assumptions and logistics.
- Provide pre-mobility orientation for participating entrepreneurs, including cultural preparation, pitch preparation, partner research, meeting etiquette, safeguarding, risk management and follow-up planning.
- Organise and facilitate exchange activities, including workshops, immersion visits, partner meetings, technology-transfer discussions, market visits and peer-learning sessions with a limited number of high-impact engagements.
- Document introductions, meeting outcomes, follow-up commitments, risks, next steps and partnership incubation needs.

2.5. <u>Post-Exchange Support, Partnership Incubation and Monitoring</u>

The value of the assignment will be judged by the quality of follow-up and the extent to which exchange activities lead to practical collaboration outcomes. The provider shall therefore support participating ventures, quality ISO anchors and partners after mobility or matchmaking activities.

- Provide post-mobility coaching and follow-up support to help ventures convert introductions into pilots, commercial discussions, investment conversations, technical partnerships, referral pathways or collaboration agreements.
- Support ventures and partners to develop partnership action plans, draft non-binding collaboration notes, pilot concept notes, investor follow-up documents or market-entry next steps where relevant.
- Develop and maintain an MEL tracker covering quality ISO engagement, sourcing, applications, screening, venture profiles, readiness progress, matches, meetings, exchange participation, follow-up actions and early outcomes.
- Track country, gender, youth, sector and location data where available and relevant.
- Collect feedback from ventures, quality ISO anchors, partners, investors and Enabel after major activities and use the feedback to adapt implementation.
- Prepare a final report documenting methodology, activities delivered, results, evidence of change, partnership outcomes, lessons learned, risks, recommendations and sustainability actions.
- Submit all assignment-specific tools, templates, trackers, anonymised datasets, learning products and knowledge materials in editable formats.
- The provider shall not promise investment, commercial contracts, visas, permits or technology-transfer agreements. The provider is responsible for preparation, facilitation, documentation and follow-up support within the agreed scope.

2.6. Minimum Consultant Travel Requirements

For planning and pricing purposes, tenderers shall base reimbursable flight, accommodation and visa costs on the following minimum travel requirements:

· The Programme Lead shall undertake one mission to Tanzania for five (5) working days and one mission to Senegal for four (4) working days.

· The Venture Sourcing and ISO Partnership Expert shall undertake one mission to each of Tanzania, Uganda and Senegal, with each mission lasting five (5) working days.

· The Matchmaking Expert shall undertake one five-day mission to Tanzania and one five-day mission to Uganda, while the Entrepreneur Mobility and Logistics Coordinator shall undertake one six-day mission to Uganda and one six-day mission to Senegal.

· The MEL, Data and Knowledge Management Specialist shall undertake one mission to Tanzania for four (4) working days.

The minimum travel requirements relate to Tanzania, Uganda and Senegal; however, travel to other countries may also be required.

3. DELIVERABLES AND PAYMENT SCHEDULE

The tenderer must submit the following deliverables throughout the execution of the contract as per the following payment schedule:

Phase / Activity	Deliverable Name	Timeline	Level of Effort (Man-Days)	Deliverable Description	Payment Schedule (%)
1. Inception phase and programme design	Inception Report and Detailed Workplan	0.5 Month	15	Inception meeting with Enabel and relevant AEDIB 2.0 stakeholders; confirmed scope, methodology, coordination mechanisms, target countries, priority sectors, quality ISO anchor criteria, mobility assumptions and reporting arrangements; validated workplan, staffing schedule, sourcing strategy, MEL framework, safeguarding approach, risk register and data-protection approach.	10% upon submission and approval of the Inception Report and detailed workplan.
2. Quality ISO anchoring, venture sourcing, screening and pipeline development	Quality ISO Anchor Criteria, Venture Sourcing Strategy, Application Tools, Pipeline Tracker and Shortlist	1-3 Months	35	Quality ISO anchor criteria; targeted outreach strategy; partner referral approach; application and scoring tools; quality ISO anchor list; venture longlist, shortlist, profiles and pipeline tracker with country, sector, stage, gender/youth and readiness data.	20% upon validation of quality ISO anchor criteria, sourcing strategy, application tools, pipeline tracker and venture shortlist.
3. Venture diagnostics, readiness and matchmaking preparation	Venture Diagnostic Reports, ISO Anchor Briefs, Readiness Support Package and Matchmaking Framework	3-5 Months	45	Venture diagnostics; ISO anchor briefs; readiness action plans; pitch/data-room support; focused partner mapping; match rationales; meeting plan; preparation clinics and consolidated matchmaking framework.	20% upon approval of venture diagnostics, ISO anchor briefs, readiness package, partner mapping and matchmaking framework.
4. Entrepreneur exchange, mobility and high-value partnership facilitation	Exchange Programme Implementation Report and Matchmaking Outputs	5-9 Months	50	Structured exchange or mobility activities with a limited number of high-impact engagements; immersion visits; partner, investor and corporate meetings; learning agendas; logistics coordination; meeting summaries; immediate follow-up actions and evidence of match facilitation.	30% upon completion of agreed exchange and matchmaking activities and approval of implementation report.
5. Post-exchange support, monitoring, final	Final Report, MEL Dashboard, Partnership	9-12 Months	35	Post-mobility coaching; partnership follow-up; case studies; outcome evidence; MEL tracker covering quality ISO engagement,	20% upon submission and approval of the

Phase / Activity	Deliverable Name	Timeline	Level of Effort (Man-Days)	Deliverable Description	Payment Schedule (%)
reporting and knowledge products	Tracker and Knowledge Products			sourcing, participation, matches and follow-up; final report with lessons learned, recommendations and follow-on implications for AEDIB 2.0; editable tools, templates and anonymised learning materials.	final report, MEL dashboard, partnership tracker, knowledge products and tool package.

Deliverables may only be invoiced and paid once they have been formally accepted by the Contracting Authority.

6 SELECTION FILE

ECONOMIC AND FINANCIAL CAPACITY

1. MINIMUM TURNOVER

The tenderer shall submit financial statements for the last three completed financial years (2023, 2024 and 2025). The financial statements for 2023 and 2024 shall be audited and certified by a Registered Certified Public Accountant or an equivalent professional body recognized in the country of registration.

Where the audited financial statements for 2025 are not yet available at the time of tender submission, the tenderer may submit management accounts or unaudited financial statements for 2025.

The submitted financial statements shall demonstrate an average annual turnover of at least EUR 200,000 over the last three (3) financial years.

Consortia may demonstrate combined financial and economic capacity, but the lead firm must be clearly identified and accountable for contract performance.

TECHNICAL AND PROFESSIONAL APTITUDE

2. STAFF QUALIFICATIONS AND EXPERIENCE

2.1 Team Composition

Tenderers shall propose a multidisciplinary team comprising, at a minimum, the key experts described below, who shall meet the following minimum selection requirements:

2.1.1 Programme Lead / Cross-Border Exchange Expert

- At least a Bachelor's degree (or higher).
- Minimum 5 years of experience in entrepreneurship support, innovation ecosystem development, cross-border exchange, investment readiness, market access or international partnership facilitation.

2.1.2 Venture Sourcing and ISO Partnership Expert

- Minimum four (4) years of experience in venture sourcing, acceleration, ecosystem mapping, deal-flow development, startup support, or working with incubators, accelerators, innovation hubs, ISOs, or other entrepreneurship support organisations.
- Experience designing or applying venture-screening, scoring or selection tools.

2.1.3 Matchmaking, Investment Readiness and Market Access Expert

- Minimum 4 years of experience in investment readiness, market access, corporate partnerships, investor engagement, internationalisation, venture building or business development.
- Experience in one or more of the following: facilitating investor, corporate, technology or ecosystem partnership meetings; supporting ventures to prepare pitch materials, investor communications, data-room documentation, partnership proposals, or market-entry plans.

2.1.4 Entrepreneur Mobility and Logistics Coordinator

- Minimum 2 years of experience managing study visits, delegations, exchange programmes, immersion visits, international events or entrepreneurship mobility programmes.
- Experience coordinating participant preparation, or travel logistics, or safeguarding, or travel-risk management or post-event follow-up.

2.1.5 MEL, Data and Knowledge Management Specialist

- Minimum 4 years of experience in Monitoring, Evaluation and Learning, programme data management, knowledge management or results reporting.
- Experience working with entrepreneurship, innovation, acceleration, market-access or development programmes.
- Experience managing application systems, or CRM tools, or pipeline trackers, or dashboards, or partner databases, or feedback tools, or case studies or learning products.

At least one named key expert shall have professional working proficiency in French. This expert shall be assigned to activities in Senegal and engagement with French-speaking partners.

3. REFERENCES

The tenderer shall submit at least two (2) relevant references from the last five (5) years demonstrating completion of comparable assignments in venture sourcing, or startup acceleration, or partnership brokering, or investor readiness, or cross-border exchange, or study visits, or soft-landing, or internationalisation support, or high-quality ISO engagement or innovation ecosystem programming.

These references shall be supported by completion certificates, or reference letters, or contracts.

7 OVERVIEW OF THE DOCUMENTS TO BE SUBMITTED

(a) Identification of the tenderer (for each participant for tenders submitted by a group) (see clause 1 of chapter 8 Forms);

(b) List of subcontractors (see clause 2 of chapter 8 Forms);

(c) Tender form - Prices (clause 4 of chapter 8 Forms)

(d) The declaration on honour – Exclusion grounds (for each participant for tenders submitted by a group) (see clause 5 of chapter 8 Forms);

(e) All documents demanded in 6 Selection file (see clause **Error! Reference source not found.** of chapter 3 Award Procedure);

   a Financial Statements for 2023, 2024 and 2025

   b CVs of the proposed experts

   c References

(f) Technical Offer

(g) All documents demanded in clause **Error! Reference source not found.** of chapter 3 Award Procedure (award criteria);

(h) **Power of attorney:** The Bidder shall include in his tender the power of attorney empowering the person signing the bid on behalf of the bidder. In case of a consortium or a temporary association, the joint bid must specify the role of each member of the consortium. A group leader must be designated, and the power of attorney must be completed accordingly.

(i) **Incorporation certificate**: The bidder shall include in his tender the incorporation certificate from the competent authority.

(j) **Certification of clearance with regards to the payments of social security contributions:** At the latest before award, the Bidder must provide a certification from the competent authority stating that he is in order with its obligations with regards to the payments of social security contributions that apply by law in the country of establishment. This is not applicable for Belgian bidders.

(k) **Certification of clearance with regards to the payments of applicable taxes:** At the latest before award, the bidder must provide a recent certification (up to 6 months) from the competent authority stating that the bidder is in order with the payment of applicable taxes that apply by law in the country of establishment.

(l) **Criminal record certificate**: At the latest before award, the bidder must provide a criminal record certificate for the person mandated to commit for the firm.

8 FORMS

1. IDENTIFICATION FORM

I (We), the undersigned

Applicable? ☐ YES / ☐ NO

A. Natural person	
Name and first name:	
Function or profession:	
Nationality:	
Residence (full address):	
Enterprise n°:	
Social security n°:	

Applicable? ☐ YES / ☐ NO

B. Corporation or company	
Name and legal form:	
Nationality:	
Registered office (full address):	
Enterprise n°:	
Social security n°:	

Applicable? ☐YES / ☐ NO

C. Group of economic operators. Tenderer forming a group of economic operators, consisting of the following participants:	
For each company, state the same information below as set out under A or B, above. Fill in a separate row for each member, preceded by member 1, 2, etc.	
Hereby form a group of economic operators for this contract under the name:	
That is represented by the following participant in the group of economic operators (corporation):	
For each participant in the group, supporting documents relating to the exclusion grounds must be submitted.	

D. Contact person of the tenderer	
Single contact person of the Tenderer for electronic communication from the contracting authority:	
First name and surname:	
Function:	
E-mail address	

Telephone:	

Confirm that, if awarded the contract(s), payments shall be made by transfer(s) to the following account:

Account No:	
IBAN:	
Bank identification code (BIC):	
Located at:	
In the name of:	

By submitting this Tender, I (We), the undersigned:

- Undertake to comply with all clauses contained in these Tender Specifications. The content of the tender becomes an integral part of the public contract, along with any details provided in response to requests for clarification.
- Acknowledge that all necessary information has been obtained and the tender has been prepared with full knowledge of the facts, with no ambiguities or uncertainties, and is fully aware of the scope and specific requirements for the execution of the public contract.
- Confirm clearly designating in the submitted tender which information is confidential and/or relates to technical or business secrets and may therefore not be divulged by the contracting authority.
- Declare having made all relevant comments and asked all necessary questions for the preparation and submission of the tender, as well as for the performance of the public contract.
- Acknowledges having received all the information needed to prepare the tender.
- Declares accepting all the terms of the procurement documents, even if they differ from the tenderer's own invoicing or sales conditions. Any alternative invoicing or sales conditions proposed by the tenderer will not apply.
- Declares that the subcontractors that I will employ will be those designated in the attached forms and for whom I will have transmitted the documents required as part of the qualitative selection (if applicable).
- Declare, should this tender be approved, the performance bond will be constituted under the conditions and deadlines stipulated in the Tender Specifications.

Done at:		**Date:**	
By (company or group):		Represented by (Full name)	
Signature of authorised representative:			

2. LIST OF SUBCONTRACTORS

I (we) declare that the share of the public contract to be subcontracted is as indicated below.

List of subcontractors planned to be engaged in the implementation of the contracts				
Name and legal form	Address / Registered office	Object of engagement	LOT in which will be engaged *(if applicable)*	Other entity within the meaning of paragraph 1er of Article 73 of the R.D. of 18 April 2017 (YES/NO)*

* In accordance with Article 73 of the Royal Decree of 18 April 2017, where an economic operator wants to rely on the capacities of other entities (particularly subcontractors or independent subsidiaries) for economic and financial capacity criteria and technical and professional aptitude criteria, it shall prove to the contracting authority that it will have at its disposal the resources necessary, for example, by producing a commitment by those entities to that effect.

a. Any change of subcontractor compared to those indicated in the tender submitted will be submitted for approval to the contracting authority before intervention in contract performance, in particular in order to verify that the latter has the required capacity and does not subject to a reason for exclusion (Art. 73 – the Royal Decree of 18 April 2017 on the award of public contracts in the classical sectors; Art. 12-13 – Royal Decree of 14 January 2013 establishing the general rules for the execution of public contracts).

3. TECHNICAL OFFER

Tenderers shall submit a concise Technical Offer that demonstrates its understanding, methodology and capacity to deliver the assignment. It should include, at minimum, the following elements:

- Understanding and methodology: assignment understanding, proposed Theory of Change or Impact Pathway, quality ISO anchoring approach, sourcing methodology, venture diagnostic approach, matchmaking model, exchange approach and MEL process.
- Work plan and delivery schedule: timeline, milestones, responsibilities and allocation of days across Tanzania, Uganda and Senegal.
- Quality ISO anchoring, venture sourcing, matchmaking and country adaptation strategy: approach for identifying and working with a small number of high-quality ISOs, outreach, selection, local anchoring, language, travel and connectivity constraints, gender and youth inclusion, and engagement of regional and international ecosystem actors.
- Tools and knowledge-transfer approach: quality ISO criteria, application tools, scoring rubrics, venture diagnostic tools, pipeline trackers, match rationales, partner databases, exchange guides, dashboards and plan for handover to Enabel.
- Team organization: description of the proposed team structure, including the staffing plan, roles and responsibilities of the Programme Lead, key experts and at least 3 country anchors, allocation of days, and coordination arrangements.
- Risk management and sustainability: key implementation risks, mitigation measures, safeguarding arrangements, data-protection approach and sustainability actions.

The Technical Offer shall not exceed twenty (20) pages, excluding the front page and table of content.

4. TENDER FORM - PRICES

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

Item	Unit	Quantity (max total of 167 person-days)	Unit price	Total price Excl. VAT
Programme Lead / Cross-Border Exchange Expert	person-day		€	€
Venture Sourcing and ISO Partnership Expert	person-day			
Matchmaking, Investment Readiness and Market Access Expert	person-day		€	€
Entrepreneur Mobility and Logistics Coordinator	person-day		€	€
MEL, Data and Knowledge Management Specialist	person-day		€	€
SUB-TOTAL: incl. WHT and excl. VAT **(A)**				
WHT to be retained at source: 5% of (A) for local bidders or 15% for international bidder **(B)**				
VAT (if applicable) **(C)**				
NET to be paid to the bidder D =(A-B+C)				
Reimbursable Costs- Local (if applicable)				
Local flight ticket		Lump-sum		€
Accommodation		Lump-sum		€
SUB-TOTAL (E)				€
GRAND TOTAL Incl. WHT and VAT = (A + C + E)				€
Reimbursable Costs - International (if applicable)				
International flight tickets		Lump-sum		€
Visa costs		Lump-sum		€

Tenderers are requested to follow the guidelines below when submitting this form:

- The tenderers are requested to quote for all the items listed above.
- The use of this form to quote for prices is mandatory.

- Prices should be quoted in Euros inclusive of applicable taxes (including withholding tax), and any other related costs not specified as reimbursable. Tenderers are deemed to have considered all taxes, duties, and fiscal obligations that may arise in Tanzania, Uganda and Senegal.
- The total number of person-days cannot exceed 180 days.
- Reimbursable costs, up to the maximum amounts quoted in the above price form, shall only be eligible for reimbursement upon submission of adequate supporting documentation.
- The comparison of price offers will be based on the total price excluding reimbursable expenses.

Certified true and sincere,

Done at ...., on …........

5. DECLARATION ON HONOUR - EXCLUSION GROUNDS

Hereby, I / we, acting as legal representative(s) of above-mentioned tenderer/beneficiary/partner/co-contractor declare that the tenderer is not in any of the following cases of exclusion:

** Please tick the boxes to confirm each situation*

☐ **The counterparty or one of its directors has not been convicted by a final judicial decision of any of the following offenses:**

a. Participation in a criminal organization;

b. Corruption;

c. Fraud;

d. Terrorist offenses, offenses linked to terrorist activities or incitement to commit such offenses, complicity, or attempt;

e. Money laundering or terrorism financing;

f. Child labor and other forms of trafficking in human beings;

g. Employment of third-country nationals in illegal residence;

h. Creation of offshore companies.

☐ **The counterparty fulfills its obligations related to the payment of taxes, duties, and social security contributions for an amount exceeding €3,000, unless it can demonstrate that it holds one or more certain, due, and unencumbered claims against a contracting authority for at least the amount corresponding to the overdue tax or social debt.**

☐ **The counterparty is not in a state of bankruptcy, liquidation, cessation of activities, judicial reorganization, has not admitted bankruptcy, is not the subject of liquidation or judicial reorganization, or any analogous situation derived from similar procedures in other national regulations.**

☐ **The counterparty has not committed any serious professional misconduct that questions its integrity. Serious professional misconduct particularly includes:**

a. Breach of Enabel's policy on sexual exploitation and abuse;

b. Breach of Enabel's policy on fraud and corruption risk management;

c. Violation of local legislation concerning sexual harassment at work;

d. Serious false statements or use of false documents in providing information required for exclusion checks or selection criteria, or concealing information;

e. Evidence sufficient to conclude anti-competitive acts, agreements, or arrangements;

Regarding conflict of interest:

Please tick the applicable box

- The counterparty or its directors have no actual or potential conflict of interest, no real or potential business or family relationship, nor appear to have such, with any member of Enabel's Board, personnel, or others involved in tender preparation, selection, or contract execution.

or

- The counterparty informs Enabel of any actual, potential, or reasonably perceived conflict of interest that may affect or appear to affect impartiality in the procurement, granting, selection, or contract execution process.

  ➔ *A detailed description of any such conflicts, including nature and persons involved, will be annexed to this declaration.*

- **The counterparty has not committed any serious or persistent failures during the execution of a prior essential contractual obligation with another contracting authority resulting in measures, damages, or comparable sanctions.**

- **The counterparty attests that no restrictive measures have been taken against it related to international peace and security violations such as terrorism, human rights violations, destabilization of sovereign states, or proliferation of WMD.**

- **The counterparty does not appear on any sanction lists maintained by the United Nations, European Union and Belgium**.

I/we commit to promptly inform Enabel of any change in the above points, including sanctions or embargo measure adopted by the United Nations, the European Union and/or Belgium occurring after our signature of this Declaration.

Done at:		**Date:**	
By (Name of entity):		Represented by (Full name)	
Signature of authorised representative:			