



Phase 2 Study: Role of Private Sector in GBV Prevention in SADC Region	Project number/ cost centre: 21.2026.9-008.00
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0. List of abbreviations

5050WOB	50/50 Women on Boards
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
CEOs	Chief Operating Officers
GBV	Gender-based Violence
GIZ	Deutsche Gesellschaft Für Internationale Zusammenarbeit
HR	Human Resources
MDs	Managing Directors
PfP	Partnerships for Prevention of Gender-based Violence
SADC	Southern African Development Community
ToRs	Terms of reference
WEF	World Economic Forum
WHO	World Health Organisation

1. Context

In 2022 the Deutsche Gesellschaft Für Internationale Zusammenarbeit (GIZ) - Partnerships for Prevention of Gender Based Violence in Southern Africa programme (PFP), the Ford Foundation, the Global Affairs Canada and the Gender Unit of the Southern African Development Community (SADC) Secretariat commissioned the first phase of a study on the “Role of Private Sector in addressing GBV in Southern African region.

The first phase of has been completed and consisted of preparation and desk top research including engaging with a small sample group of private sector organisations. The learning and findings from this phase have been taken into consideration to inform the second phase of the regional study on the role of the private sector in Gender-Based Violence Prevention in Southern Africa. As SADC consist of 16 countries, the phase 2 study needs to include a larger sample group of private sector organisations representing all the SADC countries. The desktop research and report from the first phase will be shared as part of this brief to avoid duplication. There is a pressing need to establish what the role of the private sector is in Gender Based Violence Response and Prevention in Southern Africa and to identify credible and impactful case studies that can be used as reference to motivate the private sector to implement GBV prevention programmes. Desktop research from the first phase can be used as a starting point and the synthesis of the results can be used as a guideline for the phase 2 of the study.

GBV in the Southern African Region

The urgency for addressing gender-based violence (GBV) has gained much attention globally and locally in the Southern African region over recent years. The leading scholars in the field of GBV had predominantly emanated from the field of health science, with non-government organizations such as the World Health Organization, United Nations, and its various affiliates campaigning for global policy and intervention programs. Yet, despite vast numbers of studies and interventions there has been no evidence to suggest that GBV statistics had dissipated. In fact, the advent of Covid-19 resulted in an appalling increase in GBV. In South Africa, for example, more than 23 000 teenagers were impregnated during lockdown, including 934 girls aged between 10-14 years old ([Shange, 2021](#)), with devastating consequences for the victims. It is also noted that the Heads of States Men's Conference on positive masculinity as a broad banner for gender equality and women's empowerment (GEWE) was convened for the first time in Kinshasa, Democratic Republic of Congo in 2021 and in November 2022 the 2nd conference was held in Senegal ([African Union, 2023](#)). The Kinshasa Declaration indicated a concern for the increase in violence against women and girls in Africa and committed heads of state to take committed actions to address it.

According to the SADC Protocol on Gender and Development, Gender-based Violence (GBV) refers to any action taken against individuals, whether women, men, boys, or girls, based on their gender, that results in or has the potential to lead to physical, sexual, psychological, emotional, or economic harm. This includes threats of such actions, as well as any unwarranted limitations or denial of fundamental freedoms in both private and public spheres, regardless of whether it's during peaceful times or situations of conflict. Gender-based violence is known to be widespread in the Southern African Development Community (SADC) region. GBV presents a major obstacle to attaining gender equality and equity. SADC considers GBV as a critical area of concern and recognizes the prevention and reduction of GBV as a catalyst for attaining an environment conducive for serene peace and security in the SADC region. When referring to Gender-based Violence, SADC recognises that the discussion is not just about the act of violence, but also about education and prevention, as well as victim assistance.

The SADC Regional Strategy and Framework of Action for Addressing GBV is an important document that outlines the priority interventions to prevent and respond to GBV in the SADC region from 2018 to 2030. The Strategy has five main objectives :

- To promote prevention and early identification of GBV by addressing associated social, cultural, traditional, religious, political and economic factors
- To strengthen delivery of effective and accessible protection, care and support services to GBV survivors
- To strengthen regional and national capacity to respond to GBV
- To improve information and knowledge management, including best practices and innovation
- To ensure effective coordination, networking and partnerships for the response to GBV at national and regional levels

The Strategy also serves as a blueprint for the implementation of the SADC Protocol on Gender and Development, which is a binding legal instrument that commits member states to eliminate GBV.

Further the SADC Protocol set the following key requirements for Member States to eliminate GBV at **every** level:

- Enact and enforce legislation prohibiting all forms of GBV;
- Develop strategies to prevent and eliminate all harmful social and cultural practices;
- Ensure that perpetrators of all forms of GBV are tried by a court of competent jurisdiction;
- Ensure that the laws on GBV provide for comprehensive testing, treatment and care of survivors of sexual offences and GBV;
- Review and reform criminal laws and procedures applicable to cases of sexual offences and GBV;
- Enact and adopt specific legislative provisions to prevent trafficking in persons and provide holistic serviced to the victims, with the aim or re-integrating them into society;
- Enact legislative provisions, and adopt and implement policies, strategies and programmes which define and prohibit sexual harassment in all spheres, and provide deterrent sanctions for perpetrators of sexual harassment; and
- Adopt integrated approaches, including institutional cross sector structures, with the aim of eliminating gender-based violence.

However, evidence of successful GBV prevention and intervention by private sector in the Southern African region is yet to be found. There have been case studies of some multi-national organisations, such as the Vodacom Group and Anglo American who have invested significant amounts of money and effort to address GBV, yet the actual impact of these interventions on the prevalence of the multiple kinds of GBV in the SADC region, or globally for that matter, has not yet been recorded or reported. The last estimation of the cost of GBV to the global economy is \$1.5 trillion as published in 2016. The accuracy of these estimations has always been questioned, because the under-reporting of GBV has always been a major challenge for the same reasons, including stigma, systemic failures that facilitate secondary abuse, patriarchy, and so forth.

According to SADC (2023), all Member States have developed national action plans to end GBV. However, the limited implementation and monitoring of these plans, policies and legislation routes the focus back to the key driver of GBV, that is gender inequality. The global gender gap report published by the [World Economic Forum \(2023\)](#) shows that, at the current rate of progress, it will still take another 131 years to reach gender parity. The arguments for

the economic benefits of achieving gender equality in the workplace have been made for decades, yet some of the most recent reports indicate the following:

- 26% of women in the private sector hold a C-suite position (McKinsey & Company, 2023)
- Of the one in four female C-suite executives, only one in twenty is a woman of colour (McKinsey & Company, 2023).
- Grant Thornton (2023) shows that, globally, only 24% of CEOs/MDs are women, 37% of CFOs and 24% are CMOs
- According to Grant Thornton (2023), Africa is in the leading position with 68% of HR directors being women and 35% of CMOs.
- The 5050WOB report published in 2022 who that women leaders prioritise diversity and that companies with female chairs have 60% of women in leadership positions, compared to 27% in companies with male chairs.

While gender equality has been on the agenda for decades, with reports showing that achieving it could add as much as \$12 trillion to the global economy (WEF, 2022), the latest report shows that no country has yet achieved complete gender parity.

The objectives of research study:

Through this research study GIZ- PfP, the Ford Foundation, the Global Affairs Canada and the SADC Secretariat through the Gender Unit seek to identify credible case studies of GBV prevention programmes and projects that the private sector has established, implemented, supported and contributed to in the Southern African region. The study will identify the impact and scale of such programmes and/or projects to establish the credibility of the interventions." There is a recognition that these programmes and/or projects at times might be a partnership between the private sector, government and civil society.

It is the understanding that majority of the information will be obtained from desktop research, both at continental and international level. To further extend the credibility of the study, interviews/consultations will be conducted with private sector organisations to identify impactful results and to inform the findings. Examples of successful case studies can be provided at a national, regional, continental and global level.

The research needs to answer and provide information on the following:

- I. Identify and provide information on the dominant sectors within a country (minimum 3 sectors per country). In addition, there is need to identify within these sectors what their perceptions are of GBV in the workplace and their views on the effect of GBV on their business operations and the communities in which they operate.
- II. Provide credible case studies (response and/or prevention). (maximum of 16 case studies to cover all SADC countries) of private sector organisations in the SADC region, that have successfully implemented GBV and/or related gender equality interventions.
- III. If private sector case studies on GBV in the SADC region are limited, the study needs to further identify and share findings on the reasons for limited engagement by the private sector and to document other successful case studies from outside the SADC region.

2. Tasks to be performed by the contractor

Overall requirement:

The service provider is expected to provide a detailed research design, data collection and analysis methods including ethical considerations, and any tools or software that will be utilized.

A GBV prevention study would likely involve a mixed-methods approach, which combines qualitative and quantitative research. The design could include an analysis of existing data, a survey, and focus group discussions or interviews.

The 16 Member States of SADC use 3 different languages and therefore this study needs to be conducted in these 3 languages: English, Portuguese and French.

The detailed tasks to be performed by the service provider are outlined below:

- I. **Quantitative component:** Large-scale surveys can provide a quantifiable measure of GBV prevalence and the effectiveness of prevention strategies. Consider as a reference established GBV questionnaires, such as the WHO Multi-country Study on Women's Health and Domestic Violence Against Women questionnaire. A survey to provide quantifiable measure of the perceptions and the role of the private sector in GBV.

Task

- Develop a survey instrument and verify the validity and reliability of the instrument before submission to the review committee for approval. On approval by the review committee the instrument needs to be translated and checked by the language specialist or consultants once approved.
- Administer a survey instrument to private sector organisations (maximum of 3 per country) under the dominant sectors to establish their perception on GBV in the workplace and the role of the private sector in addressing GBV (response and prevention).

- II. **Qualitative component:** Interviews, conversations or focus group discussions can provide nuanced insights into the private sector perception of the prevalence and impact of GBV in their organisations and how they are or should be addressing it. This can also help identify cultural and social factors influencing GBV.

Task

- Develop a semi-structured interview discussion guide as well as a semi-structured focus group discussion guide. The instruments need to be translated and checked by the language specialist consultants
- Conduct semi-structured interviews/conversations and focus group discussions on organisational experiences and perceptions around GBV
Document case studies of private sector organisations in the SADC region, or outside the region on successfully implemented GBV and/or related gender equality interventions.

Qualitative data collection: Semi-structured interviews/conversations and focus group discussions can provide in-depth organisational experiences and perceptions around GBV.

Quantitative data collection: Surveys could be used for collecting quantifiable data from a large sample.

Researching GBV requires a high degree of sensitivity and ethical vigilance. Private sector organisations must be fully aware of the purpose, methods, and potential risks of the study, and their participation must be voluntary. Confidentiality and anonymity need to be guaranteed and measures must be in place to protect the identity and personal information of participants. It's also essential to discuss how the data will be securely stored and who will have access to it.

Given the sensitive nature not only of GBV but also of the reputational value of private sector organisations, assurance need to be given that participating in the study will not harm the private sector organisations in any way.

All instruments to be translated into Portuguese and French as required.

Data collection and implementation: Online survey platforms like Qualtrics or SurveyMonkey could be used for collecting survey data. Digital audio recorders might be used for interviews or focus group discussions.

- Distribute survey instrument on platforms where respondents can be reached and encouraged to participate
- Conduct interviews with eligible participants secured by using a network approach
- Conduct focus groups with eligible participants secured by using a network approach

Data Analysis: Software like SPSS, R, or Python could be used for quantitative data analysis. For qualitative data, software like NVivo or Atlas.ti might be useful.

- Analyse data in consultation with experts for verification, such as use a statistician and language experts as per required languages indicated

Data storage and protection: Use credible, secure data storage platforms. Consider using secure platforms like REDCap or cloud-based services with appropriate security measures for storing and sharing data.

Expected deliverables of the study:

Final Research Report in English, French and Portuguese to include the following:

- Executive summary including (Abstract (5 pages)
- Introduction – approach/purpose (2 pages)
- Literature Review - desktop (5 pages)
- Analysis and Findings (50 pages - maximum) to include but not limited to :
 - Detailed Findings
 - Evidence Based and non-evidence-based information
 - Dominant sectors
 - Perceptions of GBV in the workplace
 - Private sector case studies and findings
 - Findings on the reasons for a shortage of case studies (if applicable)
 - Successful case studies outside of the SADC region.

- Conclusion and Recommendations (5 pages)
- References (5 pages maximum)
- Final delivery(research report and PPT presentation)

Scope and Limitations

The following points need to be considered when designing this study to ensure that a comprehensive and meaningful study is designed, acknowledging the potential limitations that may affect the research findings.

Scope of the Study:

- **Geographical Scope:** The study will be confined to the private sector within the 16 SADC countries.
- **Sectorial Scope:** The study will focus only on the private sector prevention and response to GBV.
- **Subject Scope:** The study will investigate whether the private sector is implementing, supporting or contributing to programs to prevent GBV. Other related issues like government initiatives, social awareness campaigns, etc., can be included.
- **Temporal Scope:** The research will be based on current data and recent historical trends, limiting the timeframe to the most recent 5-10 years.

Limitations of the Study:

- **Data Availability:** The lack of relevant data can be a significant constraint. The private sector in these countries may not have comprehensive data on their GBV initiatives, and some may not be willing to share this information.
- **Quality of Data:** The quality, reliability, and validity of the data obtained might vary across countries and companies due to different standards and levels of transparency.
- **Diverse Cultural and Legal Contexts:** The 16 SADC countries have different cultural and legal contexts which can affect how GBV is understood, addressed, and reported. These differences could complicate comparisons and analyses.
- **Sample Size:** Given the potentially large number of private sector entities across the 16 countries, it may be challenging to secure a representative sample. Therefore, findings may not fully represent the actual situation across all private sector entities in these countries.
- **Time and Resource Constraints:** Depending on the scale of the study, there may be significant time and resource constraints. For example, it may be time-consuming and expensive to conduct interviews across multiple countries and companies, even when all done online
- **Language Barriers:** With 16 countries involved, there may be language barriers that can affect the quality of data collected from interviews.
- **COVID-19 Pandemic Implications:** Ongoing COVID-19 pandemic implications might distort the current situation, as many companies have had to pivot their activities and focus, possibly affecting their GBV initiatives.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Inception/Kick-off Meeting with the reference team	Within 1 week of signature of contract. Online : Team Leaders and Experts
Inception Report and a project plan – detailing approach/detailing implementation presented to and approved by the reference team	15 days after Inception /Kick-off Meeting
Survey instruments developed and ethical clearance recommendation	15 Dec 2023
Feedback and approval of the survey instruments and ethical clearance instruments by the reference team	24 January 2024
Desktop research including sector selection and private sector companies presented to the reference group and next steps defined This should include language preference by the selected private sector companies and setting up of interviews	February 2024
Meetings with the reference group and written progress report to update on progress	Monthly
Interviews and survey instrument among employees of selected companies; data analysis & interpretation of findings completed	April 2024
Outline of the report presented to the reference team to provide inputs	June 2024 (beginning)
1 st draft report shared with the reference team for inputs and comments	June 2024 (end)
2nd draft report incorporating comments and inputs by reference team	July 2024
Validation Workshop to present the draft report to selected team of experts for comments	July 2024
Translation of the report into French and Portuguese	August 2024
Final report & presentation	August 2024
Present the findings at report release function	August 2024

Period of assignment from 05 December 2023 until 30 August 2024

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) **(1.1.1)**. Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) **(1.1.2)**.

Cooperation (1.2): The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2.1)** with them.

Processes (1.4): The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule **(1.4.1)** that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided, including when other actors are required **(1.4.2)**.

Project management of the contractor (1.6): The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail **(1.6.1)**.

The tenderer is required to draw up a personnel assignment plan with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule **(1.6.2)**.

3.1. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications.

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

Team leader

Tasks of the lead researcher

- Responsible for the overall technical and administrative implementation of the study and serves as the main contact for GIZ and is accountable to the whole of the reference group.
- The lead researcher steers the overall process on behalf of the reference group, coordinates with the Research team and ensures the quality of the products and compliance with deadlines.

Qualifications of the team leader

- Education/training (2.1.1): University degree, masters will be favourable in development studies, business studies, social sciences, or a comparable and relevant topic will be favourable;
- Language (2.1.2): C2 level language proficiency in English, knowledge of any other language spoken in the SADC region will be a plus
- General professional experience (2.1.3): 5-10 years of proven work experience in the conceptualization and implementation of qualitative and quantitative (operational) research;
- Specific professional experience (2.1.4): 3-5 years of proven work experience in the field of GBV and demonstrate a strong analysis, approach and understanding of GBV;
- Leadership/management experience (2.1.5): 5 years of proven experience steering complex processes and diverse teams;
- Regional experience (2.1.6): Proven, extensive experience in Southern Africa, e.g. work/ study/ research related to the content of the study. Experience as part of a long-term assignment (at least 3 years) is a strong asset. The ideal candidate is a national of one of the SADC member states.
- Development Cooperation (DC) experience (2.1.7): 2 years of experience in DC projects is an advantage
- Other (2.1.8): Experience in authoring, coordinating and editing publications;
- In addition, outstanding competences in communication and interpersonal skills as well as very good working knowledge of ITC technologies and MS Office Package is required. Previous work experience in the private sector is an asset.

Key expert 1 – Co-researcher

Tasks of key expert 1

- Co-researcher - Primarily responsible for conceptualisation, data collection and analysis as well as development of recommendations.
- The co-researcher ensures that the study is carried out according to international standards and takes current knowledge from the professional scene into account.

Qualifications of key expert 1

- Education/training (2.2.1): University degree will be advantageous if it included a topic relevant to the theme of the study;
- Language (2.2.2): C2 -level language proficiency English, and (B.2) in either Portuguese or French language will be a plus
- General professional experience (2.2.3): 3-5 years of proven work experience in the implementation of qualitative and quantitative (operational) research, including data collection, analysis and reporting;

- Specific professional experience (2.2.4): 3 years of proven work experience in the field of GBV prevention and demonstrate a strong analysis, approach and understanding of GBV
- Leadership/management experience (2.2.5): proven experience in coordinating complex data collection processes;
- Regional experience (2.2.6): Proven, extensive experience in Southern Africa, e.g. work/ study/ research related to the content of the study. Experiences as part of a long-term assignment (at least 2 years) is a strong asset. The ideal candidate is a national of one of the SADC member states.
- Other (2.2.8): Experience in delivering high-quality publications and presentations.

Expert-Pool/research Assistance/Admin

The tenderer is required to provide up to 3 personnel for assisting the research team.

The qualifications and requirements described below do not have to be met by each individual person offered. However, members of the expert pool need to be proficient in English and/or Portuguese./French. The expert pool must cover the listed qualifications in their entirety in order to achieve the maximum score in the professional evaluation.

Tasks of expert pool

- Desktop research to aid the approach and implementation
- responsible with assisting with setting up meetings for interviews and following up on survey responses to ensure a research production flow and assist with setting up any interventions
- Assist with conducting research interviews in English or French or Portuguese
- Backstopping and quality control during all steps of the assignment

Qualifications

- Education/training (2.6.1): 2-3 Years experience as a research assistant
- Language (2.6.2): C2 -level language proficiency in English and/or Portuguese and French will be a plus
- General professional experience (2.6.3): Provide examples of previous programs/projects supported
- Specific professional experience (2.6.4): Excellent administration capabilities

- **Soft skills of team members**

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- (Intercultural) Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

The bidder must provide a clear overview of all proposed experts and their individual qualifications. For each expert, a statement of availability must be attached as well as indicate language proficiency in English/Portuguese and French to the tender as an annex. The bidder

is at liberty to express in the concept the breakdown and/or allocation of the expert days for the complete staffing plan in a manner that is most beneficial to the project.

4. Costing requirements

Assignment of personnel and travel expenses

Team leader – Lead Researcher: Assignment for up to 60 expert days,

Key expert 1 – Co-researcher: Assignment for up to 80 expert days

Expert Pool: Assignment for up to 65 expert days

No traveling will be required

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation Team Leader & Research Expert	1	70	70	
Designation – Key expert 1(co-researcher)	1	85	85	
Designation expert pool – expert 1,2,3	3	40	120	
Other Costs	Quantity	Price	Total	Comments
Translations: French and Portuguese – instruments and tools, transcription and findings and the final report		20	20	Language expert – Portuguese & French translation
Online data requirement – interviews set-up and conducted digitally				Supplier commission
Expert Translation Fee				Supplier Commission

5. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The response to the Tor/tender must not exceed 10 pages (excluding CVs). This information will provide and list approach on the project and if the maximum page lengths is exceeded, the

content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 3.1 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

6. Outsourced processing of personal data

The execution of the contract is associated with processing of personal data by the contractor for the client. Such data processing shall always be carried out only on behalf of and in accordance with the instructions of the GIZ management. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment."

7. Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than 24th **November 2023** all documents must be in PDF.
- **Submission to any other email address may invalidate your bid.**
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in **ZAR**.
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal, we will conclude that you have read and accepted these terms and conditions.
- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.

- **Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.**
- Bidders must strictly avoid conflicts with other assignments or their own interests. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:
 - a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;
 - b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;
 - c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or
 - d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.

Scientific data

In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.

- Similarly, the Bidders must disclose in their proposal their knowledge of the following:
 - a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
 - b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.
- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**