



TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE INTELLECTUAL SERVICES

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Concerning the service

**“Co-construction and implementation of the Social &
Inclusive Business Camp (SIBC) program for Energy
Transition entrepreneurs in East Africa”**

Kenya, Ethiopia, Tanzania, Uganda, Rwanda

SUMMARY

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ARTICLE 1. Presentation of the AFD Group

Presentation of AFD Group:

AFD Group implements France's policy in the areas of development and international solidarity. The Group includes French Development Agency (AFD), which finances the public sector and NGOs, as well as research and education in sustainable development; its subsidiary Proparco, which is dedicated to private sector financing; and Expertise France, the technical cooperation agency. AFD group is a public institution that finances, supports and accelerates the transition to a more just and sustainable world. As French development aid and sustainable development investment platform, we build shared solutions with our partners, with and for the people in developing countries. Our teams are involved in over 4,000 projects in France, in the overseas territories and in 115 other countries, for the common good of humanity – the climate, biodiversity, peace, gender equality, education and health. In this way, we are thus contributing to the commitment of France and of the French people to the Sustainable Development Goals, for a shared world. Through grants, loans, guarantee funds or debt reduction and development contracts, AFD funds projects, programs and studies and supports its partners in developing countries with their capacity building. Full information on AFD, and in particular its Code of Ethics, which the service provider is strongly encouraged to read, can be found at www.afd.fr.

ARTICLE 2. Presentation of the Prescriber Service

The prescribing service is the **Campus groupe AFD**:

The Campus groupe AFD is the training center of the French Development Agency (AFD), dedicated to building shared knowledge, exchanging experiences, and acquiring the skills necessary for designing and implementing policies or projects with high impact on transitions in Southern countries.

Located in Marseille and Paris, bringing together **the external and internal training offer of the AFD Group**, it is a laboratory for educational innovation that designs, tests, and deploys, in partnership, innovative learning formats adapted to strengthening the knowledge, know-how, and interpersonal skills (*savoir-être*) of those who, in Africa, Asia, Latin America, and Overseas Territories, as well as within the AFD Group and among development partners in the North, support the transition towards a sustainable world.

Convinced that in a complex world, new solutions can only emerge through knowledge sharing, experience exchange, and dialogue between the North and the South, the Campus groupe AFD builds a large part of its training offer with universities, major schools, or hybrid collectives.

Oriented towards **educational innovation**, the Campus groupe AFD and its network of partners offer new learning approaches, as an alternative to traditional top-down methods, enabling a better response to current and future economic, social, and environmental challenges. Its ambition is to **encourage the emergence of new ways of thinking, doing and behaving**, put into practice within concrete solutions and projects for and by those involved in the transition process (see in appendix).

Additional information can be found on the website <https://campus.groupe-afd.fr/> and on social networks on <https://www.linkedin.com/showcase/campus-groupe-afd>

ARTICLE 3. Subject of the contract

The purpose of the contract “**Co-construction and implementation of the Social and Inclusive Business Camp (SIBC) program for Energy Transition Entrepreneurs in East Africa**” is to mobilise the services of a contractor to co-construct and to implementation the SIBC program in the East Africa region (Kenya, Ethiopia, Tanzania, Uganda, Rwanda) with a thematic focus on Energy Transition, and including the participation at the **Africa-France Summit in Nairobi** at the end of the intensive bootcamp.

The selected service provider, including local partners, will be responsible for updating the design and running the acceleration action-training program (digital training, coaching, in-person bootcamp, networking), and mobilizing the local and international ecosystems (experts, investors, public institutions) while ensuring continuous communication and monitoring-evaluation.

The overall objective is to **support energy transition impact-entrepreneurs preparing their scale-up phase**, through **capacity building**, integration into local and regional **ecosystems**, and development of **inspiring solutions and business models** that contribute to a fair and sustainable energy transition in the region, in line with SDG 7: “*ensuring universal access to reliable, sustainable and modern energy services at an affordable cost*”.

The main features of the SIBC East Africa “Energy Transition” program, as it currently stands, are as follows:

Objective	Support and promote the scaling up of innovative entrepreneurial projects that drive the energy transition and digitalization, while generating positive environmental and social impacts.
Cohort	1 cohort of up to 50 entrepreneurs selected by Campus groupe AFD and its partners.
Geography of participants	Kenya, Tanzania, Uganda, Ethiopia and Rwanda (including a local partner in each of the 5 countries)
Languages	English
Targeted entrepreneurs	A total of up to 50 entrepreneurs (companies, NGOs, cooperatives) working in the field of energy transition, with a strong social and environmental mission, in East Africa, and in the process of scaling up (sufficient maturity with a proven demonstration of the market) and innovating (in terms of the solution proposed, their organizational model and/or their business model).
Co-construction of the program	Co-design the program using the ADDIE methodology ¹ . It is expected to make maximum use of existing resources within the Campus groupe AFD (including previous SIBC) and existing local programs (in East Africa and Europe), and to focus on contextualization and the production of new, complementary and reusable content.
Implementation of the program	This hybrid program combines: e-learning activities (both asynchronous within the Moodle platform and synchronous virtual classes); remote tailored support from expert and peers; participation to local national events and workshops; 1-week in-person intensive bootcamp including participation to the Africa-France Summit in Kenya; networking with key actors within the ecosystem (inspiring change-makers, experts, investors, institutions, donors) and visibility through social networks.
Duration	The learning journey is implemented over a period of 6 months, extended with an additional 4-month post-program activities. The expected level of effort for the selected entrepreneurs is estimated at 120 hours (3 hours per week during e-learning, 7-days intensive bootcamp), with an additional 60 hours of optional activities (content, webinars, community related events).

The program is free of charge for the selected entrepreneurs. Logistics costs for their participation to the bootcamp will be partially covered under this contract.

The SIBC does not guarantee financing to the entrepreneurs but ensure suitable preparation for fundraising and networking with potential financiers to improve investment readiness within 6 to 18 months after the program.

¹ Analysis, Design, Development, Implementation and Evaluation

3.1 The SIBC learning journey

The organization of a typical SIBC program for the entrepreneurs will follow the following sequence:

- **Cohort selection phase (2 months):** launch of the call for applications, awareness-raising sessions, online submission of applications (Wiin platform), on-site selection and assessment panels, validation committee, etc. The application form will be adjusted from previous SIBC edition to better review the Energy Transition issue. Explicit eligibility criteria ensure only application fitting the minimum requirement defined for the program will be reviewed in detail. Additional evaluation criteria are then being used to score and select the best applications from each country (Impact, Innovation, Scale-up potential). A dedicated on-boarding help to confirm participant's commitment to the program and availability for the proposed activities.

! Please note that the cohort selection phase will be fully managed by the Campus groupe AFD and its partners, who will be responsible for its organization and implementation (see appendix), due to the need to comply with the defined schedule (see appendix).

- **E-learning phase (up to 6 months):** The program will consist of weekly distance learning, requiring a commitment of approximately 3 hours per week from participants (and up to 2 hours of optional work per week). Digital contents and activities are made available in a dedicated training space hosted in Campus groupe AFD's LMS (Moodle). Pedagogical good practices recommend to ensure the quality and diversity of content and activities (text, short videos, document, tools, auto-diagnostic, podcasts, link, quiz, games, dynamic animation, etc.), to optimise Ux and Ui for a strong engagement and completion, and to maximise exchanges between participants (peer-to-peer) and with the experts. Mandatory synchronous activities are also organised and combining weekly 2-hours virtual classes (on dedicated topics, mobilising key experts, ensuring active participation from the entrepreneurs – Q&A, sub-group discussion or exercise, live reaction), regular collective intelligence sessions to support entrepreneurs problem-solving (such as CoDev), individual meeting with peers and experts (diagnostic, coaching, mentoring), and optional webinars open to a wider audience. A social network app such as Whatsapp is used for daily interaction and support to the participant and reminders. The e-learning period also help to build a sense of belonging for the participants and understanding in the key topics so as to maximise the bootcamp experience. Some modules might take place after the bootcamp.
- **Intensive 7-day in-person Bootcamp:** The bootcamp is the corner stone of the SIBC training program, providing participants with essential capacity-building, networking, and visibility opportunities, focusing on practical experimentation and quality personal relationships. For this East African edition, the bootcamp will be organized in Kenya, to be able to participate to the France-Africa Summit at the same time (most likely at the end). Beyond skills development (both technical and interpersonal) the bootcamp aims to equip participants to i) translate learning into concrete actions preparing for their organisation scale-up and impact, ii) develop a sense of belonging to the community supporting solidarity, collaboration and inspiration, and iii) improve their pitch and visibility action to identify key partners within their ecosystems. To this end, the following activities are part of SIBC's DNA : team building session, pitch training, inspiring testimonies, networking events, startup-clinic, entrepreneurs-investors speed meeting (in-person and remote), participation to an international summit, video and photo shooting. Logistical arrangements are made to ease and maximise the pedagogical and human experience. A specific attention should also be given to the sectorial focus on energy transition within the proposed experience.
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- **The participation to local events and workshops (over the course of the year)** where the groups of participants from the same country can meet and exchange ideas is also encouraged. This phase includes the mobilisation and payment of logistical and travel expenses for the service provider's team, the expert speakers, the coaches and the learners. It also required the identification of key local partners that would help better connect within the local ecosystem as well as providing pedagogical and technical support if required, and geographical contextualisation.

- **Networking and visibility phase (over the course of the year)** with key stakeholders and role models within the regional ecosystem are a key element, especially at the end of the program, in the form of meetings (potential funders, experts in the pro-bono ecosystem). It aims to extend the benefits from the SIBC journey beyond the program opening to new opportunities, and plays a key role in promoting inclusive and sustainable solutions and alternative business model for the energy transition and amplifying the voices of impact-entrepreneurs.
- **Community of practice (over the course of the year)** ensuring a high level of exchange between participants and with the integration into the program's alumni existing community, with a view to its own empowerment. This community works closely with the long-standing SIBC network and the Digital Energy Facility (EU-AFD). Mentoring is organized between former participants and the new cohort. The community also contribute to the advocacy for inspiring Energy Transition solutions and business models. Participants will therefore need to establish by themselves their Vision & Mission, Values and related Action Plan.
- **Evaluation and improvement phase (4 months):** the evaluation is key to confirm quality design and implementation of the program. Beyond measuring satisfaction level, it requires a dedicated methodology to review the achievement of the 3 specific objectives and to propose iterative improvement and follow-up options. A change-oriented framework for monitoring and evaluation might be required to capture the various effect and changes for the participants and within the ecosystem, considering the proposed holistic approach. Beyond operational KPIs, the quality of relationships developed should also be studied.

3.2 The value proposition

In terms of added value, the SIBC Energy Transition in East Africa program has different visions, which are summarized below:

- Promotion of **alternative hybrid economic models** and the **‘champions’ of these alternative models**, through the types of structures of SIBC entrepreneurs, which can represent alternatives to business as usual. These models can be part of the social and solidarity economy, the economy of functionality, the regenerative economy, the circular economy, etc. and will be highlighted as concrete examples that embody new narratives and are capable of inspiring within the ecosystems concerned;
- **Innovative pedagogical engineering**, using **collective intelligence** tools between peers and the **commons approach** (open licenses on contents). The 3 modes of learning characteristic of the Campus (together, differently and something else) will be embodied in the various teaching blocks. The creation and running of a SIBC community will be required, to unite the cohorts and strengthen synergies, which could be connected to other communities. The structuring of a community is seen as both a pedagogical lever and an end goal of the program;
- **Local anchoring**: the rise of solidarity-based entrepreneurship in East Africa requires a strong local anchoring, in particular through face-to-face multi-stakeholder workshops in each country. The **mobilization of local structures** is essential to ensure that the program's objectives are achieved and to federate the ecosystems (particularly entrepreneurial support structures), and to strengthen communities in each country to maximize the impact of the program;
- **Gender issues**: the transformational gender approach will be applied within the teaching blocks for a mixed cohort, with potentially single-sex sessions, in order to deploy differentiated and

feminist pedagogies, and to question systems of power and inequality (and therefore ultimately the types of economic structures). This approach will be reinforced by a strong commitment to gender balance in participation, with a goal that two-thirds of the 50 entrepreneurs will be women and one-third will be men;

- **Commons approach:** the content produced must be reusable by AFD Group, by participants and by actors in the ecosystem to encourage a 'snowball' educational effect. The Campus groupe AFD traditionally uses the CC-BY-SA license.
- **Energy transition solutions:** the program fosters exchanges between participants, experts and ecosystems stakeholders to help improve solutions, business models and opportunities contributing to the achievement of SDG 7. Pre-identified sub categories include electrification, clean cooking, and energy efficiency. Digitalisation and mobilisation of AI might play a key role supporting scale-up in these domains.

From the entrepreneur's point of view, **the value proposition** of the SIBC program comprises various dimensions:

- **Integration into an acceleration pathway** with the aim of scaling up their project and maximizing their social and environmental impact, through different themed sessions mobilizing specific expertise listed below, including personalized pitch support; network sharing, particularly in local ecosystems and across East Africa; contacts with investors; visibility at entrepreneurial events; etc;
- **Better understanding of how potential investors and financiers work** (banks, funds, MFIs, foundations, donors, crowdfunding, etc.) during dedicated meetings, and adjustment of the fundraising strategy according to the profile and maturity of the winners. Individual interviews with investors are conducted during the e-learning phase, as well as speed meetings during the bootcamp, which are opportunities for investors and SIBC entrepreneurs to meet. It should be noted that one of the characteristics of the SIBC program is that it does not award grants to project leaders. However, a presentation of dedicated programs (e.g. Digital Africa for technology start-ups) will be included in the program, and contacts will be established where appropriate.
- **Strengthening the knowledge, interpersonal skills and know-how** required to run a project and, more broadly, social and solidarity-based entrepreneurship, in particular the ability to enhance the value of one's project. The idea is to empower project leaders to position themselves not just as innovators but also as transformers of their environment (sectoral, strategic, geographical, etc.);
- Participants will receive **personalized support** through several complementary mechanisms. These include a mentoring system with former SIBC participants, tutoring by key players in the ecosystem, and individual sessions with experts focused on business diagnostics, development strategies, and fundraising. In addition, co-development exercises (CODEV) will be organized to promote peer learning and collective problem solving.
- Entrepreneurs will establish **broader contacts and participative posture within their ecosystem**. The learning journey, and sessions proposed during the bootcamp and post-program should widen their network with other impact-entrepreneurs from their region and sector, with technical experts and service providers, with institutional bodies, with large industrial groups, with investors, donors and foundations.

3.3 The logical framework

Impact	Contribute to achieve SDG 7: <i>“ensuring universal access to reliable, sustainable and modern energy services at an affordable cost”</i>
Overall Objective	Support and promote the scaling up of innovative and inspiring entrepreneurial projects that drive the energy transition and digitalization, while generating positive environmental and social impacts.
Specific Objectives	<p>Strengthen the skills of impact project leaders, committed to solving societal problems and serving a just and sustainable transition in Africa: <i>Program participants see their skills strengthened and are put in touch with others to co-construct and apply new knowledge, know-how and interpersonal skills, at the service of their projects/companies;</i></p> <p>Contribute to the emergence, networking and consolidation of entrepreneurial ecosystems serving social and environmental transition in Africa: <i>East African Energy Transition entrepreneurs with innovative and high-impact businesses can accelerate their scale-up to maximize their impact.</i></p> <p>Promote a common culture of mission-based entrepreneurship in Africa: <i>Inspiring energy transition stakeholders promote dialogue, knowledge sharing and the dissemination of new narratives and economic models.</i></p>
Results	<p>Up to 50 high-impact, innovative and high-growth energy transition entrepreneurs in East Africa take part in a contextualized hybrid training-action program;</p> <p>Multiple networking opportunities promote the sharing of experiences and opportunities (inspiration, business, financing);</p> <p>A collective dynamic is created among participants, and between them and the various ecosystems.</p> <p>The entrepreneurs take part in the Africa-France Summit in Nairobi in spring-summer 2026.</p>

ARTICLE 4. Context and objectives of the mission

4.1 The Social & Inclusive Business Camp program (SIBC)

Context of the Social & Inclusive Business Camp (SIBC) – All Africa (2017–2024):

The SIBC (www.socialbusinesscamp.com) is an acceleration program for **innovative businesses with a social and/or environmental impact in Africa**. Since its creation in 2017, it has supported over **350 entrepreneurs** with a strong societal impact across the African continent in scaling up—that is, maximizing their social and/or environmental impact and preparing for fundraising—to embody and inspire transitions toward a more sustainable, just, and equitable world. Each year, it offers a cohort of 25 to 60 English- and French-speaking African entrepreneurs (in bilingual format) support across five key themes of scaling up: leadership, formalizing the scale-up process, team structuring, impact measurement, and fundraising preparation. These **strategically and operationally focused modules** are studied over six months of online training and an intensive one-week bootcamp², aimed at fostering and implementing new practices to serve innovative business models (<https://www.linkedin.com/company/socialandinclusivebusinesscamp>).

² Term used to refer to the in-person part of the hybrid training

In addition to training and creating funding opportunities, the SIBC places at the heart of its program the **building of a vibrant and engaged community** focused on developing more sustainable and responsible businesses. Cohorts thus benefit from access to this broad network, as well as a mentoring system led by program alumni and networking with partner experts and investors. For information, there are 31 alumni from the five countries participating in the SIBC East Africa program.

During the last edition (8th), the Campus groupe AFD taken over the coordination of the program (SIBC 2024 - Mission Transition) with the aim of innovating its pedagogy and support, formulating four driving intentions:

- **Supporting transitions:** specific features and tools of new economic models (social and solidarity economy, regenerative, collaborative, circular, functional, etc.) to maximize social and environmental impact;
- **Prioritizing women:** selecting a 100% female cohort and exploring the subject of gender and entrepreneurship;
- **Anchoring the program in Africa:** increasing the number of speakers and partners from Africa, organizing the bootcamp in Abidjan (Côte d'Ivoire);
- **Strengthening innovative and open-source teaching methods:** identification and production of reusable digital content, collaborative teaching methods, and involvement of ecosystem's partners.

Such intentions are adjusted for each edition to the specific objectives, audience and context.

Support for entrepreneurs participating in the SIBC program always includes:

- Developing **key skills and mindsets** through a hybrid training combining over six months of online learning (both synchronous and asynchronous) and one week of in-person sessions;
- **Sharing experiences and best practices between peers** through exchanges among the participants within the cohort;
- Connecting with **ecosystem** players, especially regarding access to financing, through meetings with experts, participation in an international event, and pitching to investors (as a learning exercise);
- Integration into the **SIBC community** (over 350 entrepreneurs): alumni mentoring during the program, with ongoing exchanges and opportunity sharing beyond the program itself.

Regional versions of the SIBC (starting in 2025):

The Campus groupe AFD continuously adapt the SIBC program, strengthening its focus on: (i) supporting transitions; (ii) integrating a gender and intersectionality approach; (iii) embedding its actions within African ecosystems; and (iv) building a library of reusable and shareable open-source digital content. Regional contextualisation of the program has been developed to take into consideration specific geographical and sectorial issues. They build on a stronger in-country presence and national sub-cohort groups. The Campus group AFD also aims at maximising sharing of content and activities proposed between the different SIBC version:

- 2025-2026 | SIBC Caribbean (Cuba, Haiti & Dominican Republic) – 1 cohort of 60 entrepreneurs (e-learning, no bootcamp planned). Implemented by INSKIP, co-led with Proparco and funded by the EU under the EURIZ technical assistance ♦ Call for applications to be launched in July 2025.
- 2025-2028 | SIBC North Africa (Morocco, Algeria, Tunisia, Libya, Egypt) – 3 cohort of up to 25 entrepreneurs (e-learning + bootcamps) funded by the French government under the “Méditerranée Positive” program ♦ Call for applications to be launched in September 2025
- A SIBC MOOC is currently being developed and is expected to launch in October/November 2025!
- 2025-2026 | SIBC East Africa (Tanzania, Kenya, Ethiopia, Rwanda and Uganda) – 1 cohort of up to 50 entrepreneurs (e-learning + bootcamp).

4.2 The context and objectives of SIBC East Africa

Context of the SIBC Energy Transition in East Africa:

The social business is now recognized as a key lever for driving sustainable, inclusive, and resilient growth in Africa. This vision is supported by international institutions such as the World Economic Forum ("Social and solidarity economy: key to Africa's sustainable growth"), the International Labour Organization ("Recent developments in promoting social business"), and the conclusions of the GSEF 2024 in Dakar, which notably emphasize the vital role of youth and women in the development of social business enterprises. In 2023, the UN adopted a resolution highlighting the significant contribution of social business to achieving the Sustainable Development Goals (SDGs), thus consolidating its strategic role in global development agendas.

Within this dynamic, South Africa's presidency of the G20 in 2025 represents a unique opportunity to place social business at the heart of the global development agenda. The proposed theme, "Solidarity, Equality and Sustainability," aligns perfectly with the African Union's ten-year strategy for social business, providing a platform to mobilize impact finance, establish policy frameworks, and engage youth and civil society in promoting this sector.

In East Africa, the countries targeted by the program (Kenya, Tanzania, Uganda, Rwanda, Ethiopia) have diverse development trajectories but share common structural challenges: rapid urbanization, high unemployment—especially among youth—dependence on agriculture, vulnerability to climate change, institutional weaknesses, and difficulties in accessing financing for SMEs. In this context, social and environmental entrepreneurship is emerging as a key driver of sustainable and inclusive transformation.

The Social Inclusive Business Camp (SIBC) East Africa – Energy Transition program therefore aims to support social and environmental entrepreneurs in developing innovative solutions in crucial sectors such as energy access (electrification, clean cooking, energy efficiency), while taking into account natural resource management and climate resilience as well as raising awareness about responsible uses of AI (notably generative) in social business and supporting entrepreneurs in their reasoned adoption. .

Operational synergies will be developed with other SIBC programs, the Campus groupe AFD training portfolio, and various initiatives led by the AFD Group, the Team France, and their partners in the sub-region. Given its thematic focus on Energy Transition, this SIBC edition will work closely with the Digital Energy Facility (EU – AFD). This pilot could contribute to the program currently under negotiation by EGI with the EU (and GIZ), aimed at supporting clean cooking solutions, and could serve as a financing pipeline for the SIBC laureates.

It also contributes to fostering sustainable job creation and inclusive access to essential goods and services, while strengthening entrepreneurial ecosystems in the region by creating synergies among entrepreneurs, investors, public actors, and support structures. The targeted countries present varied legislative situations regarding social business.

- Rwanda stands out with its advanced legislative framework, supported by reforms promoting social business and policies encouraging social and environmental investment;
- Kenya has begun initiatives to formalize social business and integrate social inclusion and green growth into its strategies, although a comprehensive legislative framework is still under development;
- Uganda supports social entrepreneurship through programs targeting youth and women, but its legal framework remains to be developed;
- In Tanzania, social business is emerging through local initiatives, although a formal legislative framework is still limited;
- Finally, Ethiopia shows growing commitment to social business, particularly in the agricultural and environmental sectors.

Following the 7-days bootcamp, the Africa-France Summit scheduled to take place in Nairobi in 2026 will offer a unique opportunity to highlight these initiatives, mobilize local and international experts, and present the actions carried out by AFD and its partners in the fields of social entrepreneurship and energy transition.

Expertise to run SIBC Energy Transition East Africa:

1. Pedagogy

Structuring a hybrid, inclusive and territorially anchored learning journey aimed at building the capacity of impact entrepreneurs. The program will combine asynchronous modules and synchronous sessions in person or online, relying on local actors to ensure the contextualization of content and strong mobilization, it will rely on a logic of co-construction with stakeholders to ensure the relevance and sustainable impact of the program;

2. Community animation

Bring together and support a community where entrepreneurs, alumni, and partners work together, share ideas, and create impactful solutions, while staying connected to their local areas and helping each other. It requires mobilisation of collective intelligence and facilitation skills and methodology;

3. Communication and mobilization

Position the program and its impact entrepreneurs as major actors in the energy transition and digitalization, by strengthening their visibility within local and regional ecosystems. This includes strengthening their networks through targeted connection opportunities with ecosystem stakeholders, partners, and other entrepreneurs, to foster collaboration and long-term engagement. Communication should use the visual identity guidelines of the Campus groupe AFD and the SIBC program, and update existing tools (website, linkedin, facebook, whatsapp community);

4. Logistics & operations

Make sure the program runs smoothly with clear, inclusive, and local logistics, to support in-person and online activities in the 5 target countries. Design and implementation of the bootcamp requires a high level of preparation and complex coordination, including the relationship with the Africa-France summit;

5. Evaluation & monitoring

Implement a monitoring and evaluation system ensuring the accountability of the program while allowing for continuous improvement and capitalization with high added value. It requires a combination of on-going monitoring activities and reviews, as well as regular dedicated evaluation activities;

6. Steering & strategic coordination

Ensure a rigorous and adaptive execution of the SIBC East Africa program, relying on multi-level governance, agile management tools, and proactive coordination with Campus AFD and local stakeholders. The use of collaborative digital tools such as Airtable will support real-time monitoring, task tracking, and streamlined communication between all parties involved.

The SIBC Energy Transition in East Africa has 4 strategic intentions:

1. Pro-Gender and Pro-Climate approaches

Systematically integrate gender equality and climate action into all activities, from program content to communications;

2. Local presence and contextual adaptation

Ensure strong local presence and adapt interventions to regional contexts, mobilizing local expertise and networks through the presence of a local partner in each of the five countries;

3. Leveraging social business models and artificial intelligence (AI) for the Energy Transition

Promote innovative entrepreneurship that combines social business principles with responsible uses of artificial intelligence (AI) and digitalization to drive sustainable solutions;

4. Expanding the SIBC Community

Strengthen and grow the community of entrepreneurs, fostering long-term connections and shared learning.

Please note these intentions will be discussed and adjusted during phase 1.

4.3 Africa-France Summit

The Africa-France Summit is an international event organized by the French government since 1973 between African and French political leaders, entrepreneurs, investors, civil society organizations and youth representatives. The objective of these summits is to foster dialogue and partnerships between France and African countries, by addressing common challenges and opportunities, particularly in terms of sustainable development, climate action, innovation and entrepreneurship.

The next edition of the Summit will be held in Nairobi, Kenya, in 2026 (expected in May or June), marking the first edition organized in a non-French-speaking country on the African continent. This edition will focus on themes such as climate and environmental preservation, reform of the international financial architecture and more inclusive multilateralism.

This Summit is a place for political discussions and practical collaborations between businesses, public institutions, and civil society.

The Africa-France Summit scheduled in Nairobi in may will represent a unique opportunity to highlight the concrete initiatives led by the African entrepreneurs of the SIBC East Africa cohort, particularly in the fields of social business and the energy transition. It will be a platform to mobilize local and international experts, foster new partnerships and give visibility to the continent's emerging innovative solutions. The Summit will also enable AFD and its partners to highlight their actions and commitments in favor of inclusive economic models and sustainable energy solutions, thus affirming their role as key actors of development in Africa. By integrating these initiatives into the official program and parallel events, the Summit will be able to give more visibility to African actors of change and highlight concrete solutions to major global challenges.

To enable all SIBC East Africa entrepreneurs to participate in the Africa-France Summit, the 7-days bootcamp should be held a few days before the Summit dates, allowing participants to attend the event. The costs of the bootcamp will be covered by the service provider in various ways, such as grants for each participant.

It is also important to note that, due to this event, logistical aspects (transportation, accommodation, venue booking) must be planned in advance, given the expected high demand in Nairobi during that period (risk of fully booked hotels).

For example, one option, already tested in a previous bootcamp, is to hold 3 to 4 days in a closed setting at a location outside Nairobi, before returning to the city to participate in the Summit.

ARTICLE 5. Expected benefit

5.1 Details of the expected services

The service provider will be responsible for coordinating and implementing the program and will act as the main point of contact for the various stakeholders (partners, speakers, program participants, and the AFD project team).

The service provider is encouraged to work with partners (as co-contractors or subcontractors) to ensure they have all the required technical skills. **Special attention should be paid to the local experience of these partners.**

The activities needed to achieve the expected outputs and results can be grouped into the following three stages:

- **A. Initial design**
- **B. Implementation**
- **C. Evaluation and beyond**

The **ADDIE method** (Analysis, Design, Development, Implementation, and Evaluation) is recommended to structure the program deployment. The service provider may suggest adjustments to this methodology if they consider them better suited to successfully carry out the activities but it will have to consolidate this part with Airtable in a capitalization logic.

More specifically, the stages will include the following elements:

- **A. Initial design: Co-develop the structure and content of the training paths**
 - **Analysis:** Evaluate existing resources, such as the SIBC MOOC, evaluation reports and documents from other SIBC programs or similar projects in the ecosystem, as well as the opinions of key stakeholders (SIBC alumnis, experts, etc.).
 - **Design:** Co-develop the pedagogical structure of the program in collaboration with Campus groupe AFD. Creative proposals are encouraged, and the content should be developed through an iterative process. Cross-cutting activities should be detailed (mentoring, building a shared narrative, community engagement activities...), with special attention given to involving speakers rooted in the participants' regions. Emphasis should also be placed on sharing diverse perspectives, particularly from social entrepreneurs based in East Africa;
 - **Development:** Design and produce the e-learning modules (videos, quizzes, reports,...) and the bootcamp components (interactive sessions, peer learning activities, modules led by experts,...), ensuring consistency with the educational structure. The training materials created must be reusable (or, where applicable, use existing open-access content, in particular that of the SIBC 2024-2025 program or online resources from the AFD Campus). The entire training program and its activities must be integrated into the selected tools;
 - **Transversal activities:** Communication, community structuring and facilitation, project management, and coordination.

The main deliverables include (see 6.3): Inception report, Pedagogical framework, Communication strategy, Monitoring & evaluation methodology, Community & Ecosystem engagement strategy, Detailed scripts and visual designs.

- **B. Implementation of training path: Deploy the program**
 - **Implementation:** Based on the validated pedagogical framework, deliver the hybrid training paths to the selected cohorts. This includes managing logistics for e-learning sessions with facilitating the various sessions, monitoring participants engagement, contracting and coordinating speakers and partners. For the bootcamp, the deployment includes:
 - ➔ **Logistics:** Ensure the smooth running of the educational program, manage travel arrangements and conclude a contract with a local transport company, find and book accommodation (for entrepreneurs and partners), book training and social/networking spaces, organize full board meals according to dietary requirements, help organize events (two social evenings and a team-building day), monitor the allocation of grants to entrepreneurs (payments and collection of expense reports) and help them obtain visas.

- ➔ **Communication:** Implement a communication strategy, create materials and content, manage press relations and audiovisual production.
- ➔ **Partnerships:** Securing the partnerships necessary for the smooth running of the bootcamp and the international event, supporting the organization of meetings between entrepreneurs and investors, as well as the Africa-France summit in Nairobi.
- ➔ **Post-bootcamp:** Evaluating the impact of the bootcamp using an evaluation form and a summary report with feedback from the winners, and making recommendations.
- **Evaluation:** At the end of each modules, identify areas for improvement and update activities annually using the Analysis, Design, and Development steps from the initial design phase;
- **Transversal activities:** Communication, community facilitation, project management, and coordination.

Main deliverables include (see 6.3): Final pedagogical content and guidelines, Bootcamp preparation note, Communication material, On-going reports, SIBC bootcamp visibility kit, Africa-France Summit SIBC sessions.

➤ **C. Evaluation and beyond: Build and sustain a community of practice around impact entrepreneurship, energy transition and digitalization**

- **Design - Propose a community structuring and engagement strategy:** Define a clear purpose and vision to bring the community to life and ensure it lasts beyond the training program. This includes developing a shared identity and an action plan to engage members around a common mission and defined scope of action;
- **Development:**
 - ➔ **Support participation of selected entrepreneurs in key events** to increase their visibility and help spread the new narratives they represent;
 - ➔ **Facilitate connections with key ecosystem actors** (pro-bono experts, investors, etc.);
 - ➔ **Developing connections** through face-to-face meetings in each country.
- **Implementation - Implement the community engagement action plan:** Regularly carry out activities (workshops, games, shared resources, etc.) to engage the cohort, encourage interaction, and train participants themselves in community facilitation;
- **Evaluation - Monitor and assess community dynamics and engagement levels :** Define clear indicators to measure community participation, cohesion and perceived added value for members (number and diversity of interactions, co-initiated projects, satisfaction surveys) in order to adapt activities and tools accordingly.

Main deliverables include (see 6.3): Post-program Community strategy and action plan, SIBC community & ecosystem database, Final report.

5.2 General organization of the contract

From a contractual point of view, the service will be organized within a mixed contract. Some services will be provided on a lump-sum basis, while others will require purchase orders to be issued on an as-needed basis. The breakdown of activities, according to their type and level of predictability, is as follows:

- The fixed-price contract includes:
 - **Phase 1 - Initial design (A)**
 - **Phase 2 - Implementation (B)** (e-learning and bootcamp: including for both preparation and facilitation time from speakers and expert);
 - **Phase 3 - Evaluation and beyond (C)**

- The purchase order contract can cover upon AFD's requests:
- **Local events** = logistics costs related to in-country local events or workshops mobilizing participants and partners;
- **Bootcamp** = all-inclusive logistics costs related to the in-person intensive Bootcamp in Kenya mobilizing participants (partial coverage) and experts;
- **Expertise** = For additional mobilization of experts to conduct extra activities not included in the fixed-price contract

5.3 Specific conditions and requirements for implementation

The specific requirements for carrying out the service are as follows:

- Commons approach: the educational content created for the program will be produced exclusively under creative commons licenses (ideally CC-BY-SA);
- Capitalization logic: The service provider must ensure a knowledge capitalization approach, building on existing materials and resources, and documenting lessons learned, good practices, and challenges throughout the project during a post-program production phase (testimonials, best practices, etc...) to facilitate future replication and continuous improvement;
- Digital tools: the use of collective intelligence tools and shared spaces is necessary for the co-construction of the educational model and content. The e-learning part of the program should be hosted on the Campus groupe AFD LMS (currently Moodle);
- Local anchoring: in order to ensure the long-term future of the program and to integrate local ecosystems as much as possible, local partnerships within the consortium (in a consortium with co-contracting and/or sub-contracting) in the 5 countries will be highly appreciated, in particular in charge of the training of trainers, networking, etc. Meetings between entrepreneurs in each country could be organized. Meetings between entrepreneurs in each country could be organized to form 5 'country sub-communities', to which nationals of the SIBC community could be invited if deemed appropriate;
- Inclusiveness: particular attention will be paid to people with disabilities, minority and disadvantaged groups, and female project leaders, in order to create a diverse cohort. The service provider is expected to integrate a gender and intersectionality approach throughout the project
- CSR: the integration of CSR issues will be the subject of a specific note submitted by the service provider.

5.4 Terms of delivery/performance and contact persons

The project manager at the Campus groupe AFD will be the service provider's correspondent. The information required for communication (name and email address) will be sent to the service provider during the negotiation interviews with the candidates shortlisted following the call for tenders. The project manager, representing the Contracting Authority, is responsible for checking the deliverables submitted and validating them. In the event of non-validation, he will send his observations/comments to the service provider within the period stipulated in the Contract.

The service provider undertakes to take account of any recommendations and to make any changes requested, in compliance with the Contract and its Appendices.

The contracting authority is based at the Campus groupe AFD in Marseille. The frequency of monitoring committees and steering committees will be determined at the start of the service. Face-to-face meetings in Marseille with the lead service provider of the consortium will be preferred for key moments, in particular the co-construction workshops for the initial design phase.

ARTICLE 6. Deliverables expected

6.1 Deliverables validation process

On receipt of each deliverable, AFD will have 15 working days to validate it or not. If the AFD wishes to amend the deliverable, it will send the service provider its comments on these deliverables no later than 15 working days after receiving them. The service provider will have 15 working days to take these comments into account and propose a new version of the deliverable. This process may be repeated until AFD is satisfied with the deliverable. The deliverable will only be validated once the AFD has made its final decision.

For purchase orders relating to face-to-face training, the costs incurred will be subject to prior approval by the AFD.

6.2 Deliverables validation criteria

AFD will assess the quality of deliverables on the basis of the following criteria:

- Clarity and readability of the deliverable;
- Compliance with deadlines;
- Compliance with the scope of the service requested and relevance to the objectives of the ToR;
- The operational nature of the deliverables' conclusions;
- The added value in relation to the existing service offered by the content of the deliverable;
- The quality of the project management.

6.3 Deliverables expected

The deliverables are proposed for guidance only, and it is encouraged to detail the list below in the technical bids. The proposals will be discussed and refined during the launch phase. Validation will take place jointly when the strategy is drawn up and will determine the schedule of financial deadlines.

➤ Phase 1 - Initial design deliverables (A):

- A1. Inception report (intentions and logical framework, project governance and coordination tool);
- A2. Pedagogical framework (detailed curriculum and list of experts and contents);
- A3. Communication strategy (visual identity, key messages, action plan)
- A4. Monitoring & evaluation methodology (KPIs definition, monitoring table, evaluation tools)
- A5. Community & Ecosystem engagement strategy (vision and objectives for structuration and facilitation, action plan, contact database, in-country and social-media activities, mentoring and coaching sub-program)

- A6. Detailed scripts and visual designs (for pedagogical content and activities production, methodological guides for facilitation)
- Minutes of meeting;
- Up-to-date program coordination on-line tool.

➤ **Phase 2 - Implementation deliverables (B):**

- B1. Final pedagogical content and guidelines (text, media, activities and methodologies – both e-learning synchronous/asynchronous and bootcamp);
- B2. Bootcamp preparation note (detailed training agenda hour-by-hour, selection and booking of venues, accommodation, transport, and meals - including dietary requirements -, coordination with Africa-France Summit program, personal and travel information for all participants, experts, partners) with a specific focus on the following key activities;
 - o Team-building
 - o Pitch training support
 - o Start-up clinics on business model and problem-solving
 - o Networking events
 - o Investor–entrepreneur speed-meeting sessions: matching, logistics, interpreters
 - o Africa-France Summit participation
 - o Logistics costs and grant management
- B3. Communication material (text and visuals for social networks and website);
- B4. On-going reports (coordination, monitoring & evaluation, minutes, participant’s engagement throughout the e-learning and bootcamp);
- Whatsapp group communication management;
- Design and facilitation of workshops, peer-learning sessions, and mentoring
- B5. SIBC bootcamp visibility kit
 - o printed SIBC bootcamp booklet (see in appendix),
 - o goodies packages, name tags, x-stands,
 - o Video production (one-minute pitch videos, 1 teaser, interviews, pedagogical content),
 - o Photo coverage (portrait, situations...)
- Individual support (to participants and experts pre and post bootcamp for invitation letters for visa applications if required, follow-up for logistics such as travel and grants, ...)
- Logistical bootcamp coordination (room setup, catering, transport coordination, emergency management, participants tracking tables)
- B6. Africa-France Summit SIBC sessions

➤ **Phase 3 – Evaluation and beyond deliverables (C):**

- C1. Post-program community strategy and action plan (for structuring, animating and engaging the community, including methodology and test of dedicated activities under self-governance)
- C2. SIBC community & ecosystem database (up-to-date participants consolidated information, synchronous/ participation data, contact list of partners and experts within ecosystems, evaluation surveys results)
- C3. Final report (executive summary, operations report, evaluation report, recommendations for improvement, updated detailed pedagogical framework, follow-up financing options)

Indicators for the achievement of results must be set out in detail in the methodological framework and then filled in during the evaluation, on the basis of the monitoring and evaluation system put in place. Some of them are listed below, and the service provider is also expected to support the list that will be validated at the start of the service:

- To measure skills enhancement and the application of new knowledge: measurement of individual and collective transformation, including use of training tools and techniques; number of alumni and partners involved in mentoring, satisfaction (NPS), etc.;
- To measure the impact of networking with investors. To measure the impact of networking with investors and other entrepreneur funding programs: percentage of people who have followed the SIBC program who have entered into a business relationship or partnership with a third-party organization; number of contracts signed, etc.;
- To measure the quality of the community: frequency of meetings and exchange times; number of passive and active members, etc.;
- To measure its social and environmental impact: integrating impact measurement tools into participants' operations (ESG indicators, carbon footprint monitoring, key social performance indicators), evolving impact missions, alignment with the SDGs, etc...

6.4 Estimated duration of the service

The service is planned for a total duration of 1 year.

Phase	ADDIE	Activities	Deliverables	Dates
Start of the service				December 2025
Phase 1 Initial design (A)	Analysis	Framing of the program and analysis of needs and existing situation	A1. Inception report A2. Pedagogical framework ; A3. Communication strategy	Start of December 2025 to End of December 2025
	Design	Co-constructing the program	A4. Monitoring & evaluation methodology A5. Community & Ecosystem engagement strategy A6. Detailed scripts and visual designs	Mid-December 2025 to Mid-January 2026
Phase 2 Implementation (B)	Develop-ment	Production of content and activities and Moodle integration	B1. Final pedagogical content and guidelines B2. Bootcamp preparation note	Mid-December 2025 to Mid-January 2026
	Implemen-tation	On-going communication Implementing the program	B3. Communication material B4. On-going reports B5. SIBC bootcamp visibility kit B6. Africa-France Summit SIBC sessions	Mid-January to Mid-May 2026
Phase 3 Evaluation and beyond (C)	Evaluation	Community engagement and empowerment Evaluation and capitalization of the program	C1. Post-program Community strategy and action plan C2. SIBC community & ecosystem database C3. Final report	Mid-April to End of October 2026

The Campus groupe AFD estimates the fixed-price part of the contract at 260 000 EUR. The maximum amount available for purchased orders is specified in the contract model (CU).

The service provider's financial proposal must also include an estimate of the costs associated with the program (speakers' travel expenses, material costs, costs associated with face-to-face time, etc.).

Please note the following points:

- The bootcamp is the cornerstone of the SIBC program, requiring an important level of effort for its organisation and implementation, and shall take place in accordance with the date of the Africa-France Summit.
- Contribution and participation in the Africa-France Summit and the link with the curriculum must be detailed within the proposal from the service provider, and will be partially subject to validation from the summit organisation board.

An indicative timetable for the service is specified in Appendix.

ARTICLE 7. Execution modality

7.1 Special requirement for implementation/ Conditions of execution

1. Use of English and French

The execution of the contract may require the use of French language in relations with AFD, in addition to English. Deliverables should be made available in English although translation in French by be required for some key documents.

The service provider will also be responsible to ensure that audio, videos and live sessions are available in quality international English (original, dubbed or interpreter) with subtitles in English, in order to ensure that the content is accessible for English-speakers, and easy to translate in other languages for capitalisation purposes if necessary. This applies to new pedagogical material and to reused content to be upgraded.

2. Co-construction with the Campus groupe AFD

The team in charge of the project at the Campus groupe AFD will steer the work and will be closely involved in the construction of the course and its deployment: it will take part in face-to-face sessions and will provide close monitoring.

In a collaborative and iterative approach with the Campus groupe AFD, it is expected that up to 20% of the course may be co-hosted with AFD group's colleagues and partners (e-learning and bootcamp).

ARTICLE 8. Expected skills of the Service Provider

The program will be managed by an organization or consortium that will be responsible for its design and implementation. The service provider will select local partners in the five different countries to ensure local buy-in and will assign staff with the qualifications and experience required to perform the services described in these specifications in order to achieve the results set out therein. The expertise listed below may be grouped together in the same profile if deemed relevant; the distribution within the proposed team is free and must be explained in the tender.

More specifically, the service provider must have in his team competent personnel (the years of experience indicated being the minimum required) in the fields of:

Project coordination > 3 years	Program management and coordination (mastery of steering tools, procurement, accounting, monitoring and evaluation systems, representation, reporting, etc.) and the ability to bring together the various stakeholders, knowledge of local training and entrepreneurship ecosystems, especially in East Africa.
Pedagogical engineering	Innovative teaching methods for the design and implementation of hybrid courses using ADDIE methodology, digital learning (including Moodle LMS configuration and

> 5 years	integration, participative tools to maximize commitment and self-learning), and a horizontal approach to optimize learning between peers and with community contributors and experts.
Social business and Energy Transition in East Africa > 10 years	Entrepreneurship and social business, particularly in East Africa, with a focus on preparing for the scaling up of hybrid economic models potentially mixing fundraising instruments (debt, equity, grant, revenue streams), the energy transition and knowledge of the players in East African ecosystems. Thoretical and practical expertise on inspiring economic model (such as Social and Solidarity, Regenerative, Circular, Functionnal,...) and energy transition principles and solutions (electrification, clean cooking, energy efficiency, sobriety).
Collective intelligence facilitation > 5 years	Remote and face-to-face facilitation of workshops or activities on collective intelligence, and more broadly on soft skills (including storytelling/imaginary/narrative and prospective approaches, as well as the care approach) for the design and implementation phases. Desired skills in structuring and leading learning communities, ability to bring together relevant and committed players.
Monitoring and evaluation (M&E) > 5 years	Impact-based steering (theory of change, logical framework, change-oriented/transformational approach) and specific expertise in tools for steering/diagnosing/assessing/auditing impact businesses and, more broadly, in gender issues, inclusion of vulnerable populations, climate, digitalization, energy transition and CSR. Particular attention will be given to the capitalization of learnings and good practices, in order to continuously improve the program and share knowledge with the wider ecosystem.
Communication, marketing > 3 years	Communications expertise in both strategy and content production, knowledge of relevant communications channels (social networks and local country), marketing skills to support participating entrepreneurs in particular with their pitching exercise and more broadly with branding, and bilingualism for translation, video dubbing and live interpreting (French <> English) if required.
Media content production > 5 years	Co-construction and production of digital content and activities for the pathway and the program, scripting/editing/coding skills on different media (text, audio, video, games, interactive capsules, etc.), graphic design skills for illustrations and translating the identity of the pathway. It covers photographer and videographer shooting and post production for both pedagogical content and communication materials, including coverage during the bootcamp.
Logistics assistance > 5 years	Event logistics management and support (organization of seminars, training courses, remote and face-to-face workshops), travel arrangements for participants, speakers and service providers, including bookings and payments.
Pool of expertise > 5 years	A range of expertise, depending on the pedagogical path envisaged to meet the program's objectives and these different targets at the individual or cohort level, including key focal point expert in each country. Some experts can often be mobilised for free (pro-bono) for punctual activities such as coaching meeting, live webinars, in-person pedagogical activities, speed-meetings or other networking events.

The following will be considered as assets:

- The mobilization within the courses of contributors anchored in the territories of operation and/or expansion of the learners;
- The constitution of an intercultural team mobilizing local players (1 partner per country);
- The level of skills of the whole team on the transversal subjects of social, gender, climate, biodiversity, soft skills and collective intelligence.

The service provider undertakes to appoint a single contact person to be responsible for coordination (of the team and of the SIBC as a whole).

On the basis of Campus groupe AFD experience, a pool of pro bono expertise will also be required, in particular to participate on an ad hoc basis in the design and production of content, the running of live digital or face-to-face sessions, and live exchanges with learners.

ARTICLE 9. Means made available to the Service Provider

AFD will provide the service provider with documentation and information in order to carry out its mission. In particular, AFD will provide:

- The ToR for previous editions of SIBC;
- The detailed curriculum and related pedagogical content;
- The evaluation carried out on SIBC editions from 2017 to 2025;
- Contacts of local AFD agencies, alumni and institutions/partners likely to participate in and facilitate the implementation of the SIBC in East African countries;
- Previous studies on other similar projects.

ARTICLE 10. Provisional payment schedule

Phase	Instalments	Milestones	Deadlines
		Start of the service + Validation of the cohort	December 2025
Phase 1 (A)	1 st instalment	Up-to-date e-learning platform + Bootcamp preparation + Communication action plan + Digital launching session	January 2026
Phase 2 (B)	2 nd instalment	Local events organisation + Bootcamp completion + Participation to Africa-France Summit + E-learning completion and closing session	July 2026
Phase 3 (C)	3 rd instalment	Final evaluation report presentation + Up-to-date Database + Post-program Community sessions	November 2026

Additional purchase orders will be issued in parallel.

ARTICLE 11. Environmental and social considerations

11.1 Environmental considerations and monitoring requirements

As part of the performance of the services delivered under this contract, the service provider will have to implement specific measures aimed at reducing the carbon footprint, in particular on travel policy and on digital and energy sobriety good practices, translated into the pedagogical design and operational implementation of the training program. Any other proposed impacting measures are welcome.

In the technical brief, the service provider shall describe how these requirements will be implemented in the context of the contract: actions taken, indicators and, where applicable, the method used to calculate carbon emissions and the scopes covered.

The service provider shall provide any documentation that helps to justify what is implemented.

As part of the monitoring of requirements, the service provider must provide, at the AFD's request, a report on reduction actions and their results at the end of each calendar year of the contract and at the end of the contract.

11.2 Social considerations and monitoring of requirements

As part of the performance of the services delivered under this contract, the service provider must put in place actions to promote gender equity (particularly in the composition of the team dedicated to the service, as well as in the educational proposition and the inclusive approach in the selection of experts, speakers, etc.).

In the technical brief, the service provider shall describe the actions taken to promote gender issues and the associated indicators.

As part of the monitoring of the requirements, the service provider shall prepare a report on the actions actually implemented, together with the corresponding indicators. These actions and indicators must correspond to those described in the technical brief.

This information will be provided to AFD for each calendar year covered by the contract and at the end of the contract, at AFD's request.