CALL FOR QUOTATIONS

PUBLIC PROCUREMENT

Reference: VVOB 2022 001
Object: Cost analysis of Modalities for Online & Blended Teacher and School Leadership Professional Development Services

PROCEDURE

Negotiated procedure without publication

1. CONTRACTING AUTHORITY and CONTACT

VVOB Belgium Office
Julien Dillensplein 1 bus 2A
1060 Brussels (Sint-Gillis)
Tel: +32 (0)2 209 07 99

Contact persons for questions about this call: Sofie Tack (sofie.tack@vvob.org)

Any questions can be sent by mail to the contact person, by mentioning the reference of the call for quotations in the subject of the mail. Spoken communication is only permitted to communicate other messages than those referring to the documents of the call or to the quotation, on the condition that sufficient proof is kept of the verbal communication (e.g. a written note, recording, transcript, summary, etc.).

2. OBJECT OF THE PROCUREMENT

This procurement is not divided into lots and is not subdivided in fixed and conditional parts. The contract is not reserved to specific economic operators such as sheltered workplaces, people with disabilities, disadvantaged people and protected professions.

The contract is described in the following annexes:
- Annex A: technical specifications
- Annex B: service contract
- Annex C: declaration on honour

3. IMPLICIT DECLARATION OF HONOUR, COMPLIANCE AND INTEGRITY OF BIDDERS

In accordance with Article 39 of the Royal Decree, the fact of submitting an offer constitutes an implicit declaration on honour that the bidder is not in one of the situations of exclusion referred to in Articles 67 to 69 of the Law (Belgian Law of 17 June 2016 on public contracts (Official Gazette of 14 July 2016) and the Royal Decree of 18 April 2017 on public contracts in the conventional sectors (Belgian Official Gazette of 9 March 2017).

a. Compulsory grounds for exclusion
The contracting authority shall, at any stage of the procedure, exclude the bidder from participation in the award procedure if it is established that the bidder has been convicted through a final judgment on the merits for one of the following offences:

i. participation in a criminal organisation,
ii. corruption
iii. fraud
iv. terrorist activities, offences connected with terrorist activities or inciting, aiding or attempting to commit such an offence
v. money laundering or terrorist financing,
vi. child labour and other forms of trafficking in human beings
vii. employment of illegally staying third-country nationals.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

b. Exclusion ground relating to tax and social security debts

At any stage of the award procedure, the contracting authority shall exclude the participation of a bidder who does not fulfil his obligations relating to the payment of taxes or social security contributions.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

c. Compliance with VVOB’s Codes of Conduct

Compliance with VVOB’s Codes of Conduct is extremely important to the contracting authority. Any bidder found to be in default on this point will be automatically excluded from the procedure.

The bidder will conduct itself at all times in accordance with (i) VVOB’s General Code of Conduct, (ii) VVOB’s Child protection policy and (iii) VVOB’s Youth protection policy (hereinafter the Codes of Conduct). The Codes of Conduct form part of VVOB’s Integrity Policy, which can be consulted at www.vvob.org.

The bidder will further ensure that all personnel and (sub)contractors involved in the execution of this contract, as well as all affiliated companies, comply with the Codes of Conduct.

In case of credible accusations that the bidder or one of its staff members, branches or (sub)contractors has violated the Codes of Conduct, VVOB may terminate the contract with immediate effect and without compensation through written notification.

VVOB may decide to suspend the agreement temporarily in anticipation of the investigation into an alleged breach of the Codes of Conduct by means of a written notification sent to the bidder.

Evidence to be submitted by the bidder: declaration on honour in ANNEX C

4. QUALITATIVE SELECTION CRITERIA

No qualitative selection criteria are foreseen in the context of this contract.

5. SUBMISSION AND CONTENT OF THE QUOTATION

The signed quotations must be submitted in English by e-mail to procurement@vvob.org (with copy to soffie.tack@vvob.org), before 13 March 2022 at 5 pm CEST, and mention in object: ‘quotation ref: VVOB 2022 001’

Quotations submitted late (after this deadline) will be retained but will not be counted towards the award of the contract. In the case of submission of a BAFO (best and final offer), the same provisions apply. See below "Negotiations".

The bidder may submit only one quotation for this contract.

The estimated date for the awarding of the contract is 25 March 2022.

The quotation must consist of the following documents and information:
a. **Administrative section of the quotation, including at least**
   - **identity of the bidder:** business name, legal form, nationality, address, telephone number, e-mail address, contact person and Tax Identification Number, Social Security Number.
   - **proof regarding compulsory grounds for exclusion** (see requested documents in point 3.a)
   - **proof of compliance with the tenderer's obligations regarding the payment of taxes and social security contributions** (see requested documents in point 3.b)
   - **proof that the signatory is authorised to sign for the company**
   - **account number with denomination on which the payments must be made, stating the name and address of the bank and the BIC/SWIFT code**

b. **Technical section of the quotation**

   Technical offer with the description of the proposed supplies/services

   The proposal can include 1 or max. 2 individual consultants (team). In case of 2 consultants, each consultant must at least contribute 30% to the assignment, calculated in # working days.

   The technical offer must also include:
   - Technical proposal (including approach, description of services, justification of proposed choices + specify deliverables)
   - Gantt chart (timeline) and adherence to timeline for each deliverable
   - Proposed number of working days per expert and per deliverable
   - Proven expertise
     - The consultant(s) biography and references
     - Abridged CVs should be given in annex, if applicable, for each of the members of the team

c. **Financial section of the quotation, consisting of**

   The completed and signed price offer presented as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Fixed Quantity</th>
<th>Unit price (excl. VAT)</th>
<th>Total price (excl. VAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of a relevant approach for cost analysis</td>
<td>Lump sum</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Cost analysis of 4 CPD modalities in BLEND project</td>
<td>Lump sum</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Development of practical guidelines on cost analysis approach for CPD interventions</td>
<td>Lump sum</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

   **TOTAL GLOBAL PRICE EXCLUSIVE VAT**
   **VAT %**
   **TOTAL GLOBAL PRICE INCLUSIVE VAT**

   - VVOB does not allow the submission of free variants.
   - VVOB does not allow the submission of options.
   - **Recourse to subcontractors:**
     - The use of subcontracting is not allowed
   - The proposal of **price reductions** is not allowed.

6. **VALIDITY OF THE QUOTATIONS**

   Submitted quotations shall be valid for 90 calendar days from the final date for submission of offers. The same deadline shall apply to the BAFO from the final date of submission.
7. GENERAL CONDITIONS OF SALE

See service contract in Annex B.

By participating in this contract, the bidder waives its sales conditions and endorses the purchase conditions of VVOB.

The bidder is therefore not authorised to add to his tender any general conditions that conflict with the administrative and technical conditions of VVOB for this contract. Any contrary condition will result in a substantial irregularity in the quotation.

8. NEGOTIATIONS

VVOB reserves the right to negotiate on the conditions of the quotations or not (improvement of the proposed conditions: price or other).

In case of negotiations, VVOB will conclude the negotiations by proposing to submit a BAFO (best and final offer). No changes/adjustments/regularisations whatsoever can be made to the BAFO submitted.

The award criteria and the minimum requirements certainly do not qualify for negotiations.

VVOB may or may not conduct negotiations in stages, whereby the number of offers to be negotiated is limited by applying the award criteria.

9. AWARD PROCEDURE AND APPLICABLE LEGISLATION

This public contract is a negotiated procedure without prior publication in accordance with Belgian public procurement law.

Documents, to the exclusion of all others, applicable to the agreement

The applicable legislation and in particular those concerning public procurement:

- Law of 17 June 2016 on Public Procurement
- Royal Decree of 18 April 2017 on public procurement procedures
- Royal Decree of 14 January 2013 on execution of public contracts
- Law of 17/06/2013 on motivation, information and legal protection

The documents referred to above are available on the internet at www.publicprocurement.be.

This agreement is also subject to:

- The specifications in this call and in its appendices, and any notes, standards or documents referred to. The tenderer is deemed to have taken note of this and to have taken it into account when preparing his
- All laws and regulations concerning requested products and materials (eg CE conformity etc.)

Also apply:

- The additions, amendments and replacements to the aforementioned laws, and other documents on the date of their entry into force with due observance of any transitional provisions”

10. NOTIFICATION OF THE CONTRACT

The service provider is invited by e-mail to sign the completed service contract in Annex B.

11. PLACE OF DELIVERY AND DURATION OF THE CONTRACT

See service contract in Annex B.
12. SITE VISIT AND INFORMATION SESSION

Site visit: Without object: no site visit provided.
Information session: Without object: no information session provided.

13. CONFORMITY OF THE QUOTATION

In order to be compliant,
- the quotation must be signed,
- the quotation must contain all the information and documents requested in this call for quotations,
- the quotation must propose services that conform to what is expected and described by VVOB,
- the provider must meet the minimal selection criteria referred to in points 3 and 4 of this call.

The fact of submitting an offer constitutes an implicit agreement of the supplier or service provider that VVOB subjects the person or legal entity and head of the organisation to a sanctions list screening, whether or not through the use of a vetting software. Contracts can only be concluded after making sure the person or entity is not subject to sanctions. This information will only be used for the evaluation of the present procurement and will not be archived by VVOB.

If any information or documents provided by the bidder appear to be incomplete or incorrect, or if certain documents are missing, VVOB may request the bidder in question to submit, supplement, clarify or explain the information or documents concerned within an appropriate time period. This option in no way obliges VVOB to give bidders this opportunity.

Quotations that are not conform will be rejected and will not be admitted to the technical and financial evaluations.

If the bidder does not use the documents (forms, pricelist, etc if any) attached to this call for quotations, he shall bear full responsibility for ensuring that the documents used correspond exactly to those provided for.

14. AWARDING CRITERIA

VVOB will award the contract to the provider who has submitted the most economically advantageous offer as determined on the basis of the following awarding criteria:

- TECHNICAL CRITERIA
  - Technical exclusion criteria without allocation of points
    - The expert has during the last 10 years min. 5 years of experience in carrying out cost-analysis, cost-benefit and/or cost-effectiveness analysis and studies, and in mining of cost data from financial accounting systems, based on C.V. and references. In case of a team the min. experience per expert should be at least 3 years.
    - The expert has min. 3 clear references to existing written papers, guidelines or policy documents based on cost-analysis, cost-benefit and/or cost-effectiveness analysis and studies, based on C.V. and references. In case of a team, the min. amount of references per expert should be 2.
  - Technical criteria with allocation of points (weight 60/100 points)
    - Relevant professional experience (15 points)
      The following scoring scale will be applied to assess the relevance of the professional experience:

| The expert or team has expertise in carrying out cost-analysis, cost-benefit and/or cost-effectiveness analysis and studies in the education sector. | Yes = 5 points | No = 0 points |
| The expert or team has proven experience with presentation of assignments, workshop or network facilitation, based on C.V.; | Yes = 3 points | No = 0 points |
| The expert or team has working experience with education systems in the Global South, based on C.V.; | Yes = 4 points | No = 0 points |
The expert or team has excellent written communication in English, based assessment of spelling, grammar and composition of C.V. and Technical Proposal. Yes = 3 points No = 0 points

Points will be given to the expert or to the team, in case of a team consisting of 2 experts. If the consultant or team of consultants scores “No” on two (2) or more of the four (4) criteria, the quotation is rejected.

- Indicative work plan, with timeline (GANTT chart) and number of working days and brief description of the proposed approach to the deliverables listed in the technical specifications (45 points)
  The following scoring scale will be applied to assess the quality of the technical proposal:

| The work plan and proposed approach is complete, clear and comprehensible | Very good = 10  
                              Good = 5  
                              Satisfactory = 0  
                              Less than satisfactory = rejected |
|------------------------------------------------------------------------|--------------------------------------------------|
| The work plan and proposed approach is adapted to the context and nature of project activities in the Global South | Very good = 10  
                                                          Good = 7  
                                                          Satisfactory = 5  
                                                          Less than satisfactory = 0 |
| The proposed approach includes concrete, original and relevant suggestions on possible cost analysis approaches and contains relevant criteria to assess approaches on relevance and applicability | Very good = 20  
                                                                      Good = 14  
                                                                      Satisfactory = 0  
                                                                      Less than satisfactory = rejected |
| The work plan and timeline is realistic in terms of timing and working days and in line with the proposed delivery dates (deadlines listed in Annex A) | Very good = 5  
                                                                  Good = 2.5  
                                                                  Satisfactory = 0  
                                                                  Less than satisfactory = rejected |

- **PRICE CRITERION (weight 40/100 points)**
  The total price of the submitted quotations is evaluated on the basis of the proportionality rule whereby the cheapest offer receives 40 points.
  Quotations that are rejected during the technical evaluation are not taken into account during the price evaluation.

15. **PRICING AND PRICE COMPONENTS**

**PRICING:**
Contract with a global price.

The prices are mentionned in USD. The total amount of the offer is expressed in numbers and in full characters.

**ELEMENTS CONCLUDED IN THE PRICE:**
The proposed price is all-inclusive and includes all administrative, transport, delivery, customs clearance and all other possible costs related to the delivery and execution of the contract. Price is provided without VAT and VAT included.
The bidder establishes the amount of his quotation according to his own calculations and estimates, taking into account the content and scope of the contract.

The unit prices and global prices of each item of the pricelist, if any, shall be determined by respecting the relative value of these items with respect to the total amount of the tender. All general and financial costs, as well as the proceeds, are divided proportionally between the various items according to their importance.

The contract does not allow refundable costs.

Prices are fixed for the duration of the contract (no price revision allowed).

**VERIFICATION OF THE PRICE**

The bidder shall provide all indications permitting the comparison of prices or costs as requested by the contracting authority. The correction of errors is carried out by VVOB.

**16. TERMS OF PAYMENT**

See service contract in Annex B.

**17. POSSIBILITY OF NOT AWARDING OR CONCLUDING THE CONTRACT**

The conclusion of the procedure does not imply an obligation to award or conclude the contract. The contracting authority may refrain from awarding or concluding the contract, or may reopen the procedure in another way, if necessary.

**18. BIDDERS RESPONSIBILITIES DURING THE EXECUTION OF THE CONTRACT**

See service contract in Annex B.

**19. DELAY PENALTIES**

The imposition of delay penalties for failure to comply with the execution period is done in accordance with Article 154 of the Belgian Royal Decree of 14 January 2013.

**20. BAIL**

No bail is required for this contract.

**21. DISPUTES**

See service contract in Annex B.

**22. CONFIDENTIALITY CLAUSE (PERSONAL DATA)**

The bidder should be aware that the contracting authority attaches importance to the protection of personal data for the processing for which it assumes the role of data controller in accordance with Article 4, paragraph 7 of the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (hereinafter "GDPR").

The bidder undertakes to comply strictly with the obligations provided for by the GDPR and Belgian law on the protection of personal data, regarding the processing of data entrusted to it by the Contracting Authority or collected by the bidder on behalf of and at the request of the Contracting Authority.

If the bidder reasonably considers that other agreements should be concluded in order to comply with the applicable legislation, the bidder will proactively inform the contracting authority. In any case, the bidder must cooperate in good faith with the contracting authority in order to comply with the applicable legal provisions at all times.
For all questions regarding the protection of personal data, the bidder may contact the Contracting Authority's Data Protection Officer or his designate.

For more information about the confidentiality policy within VVOB VZW, the way to exercise one of the rights provided by the GDPR or to report a personal data leak, the bidder can visit the website of the Contracting Authority (www.VVOB.org).

23. **ANNEXES**

A. Technical Specifications (description of the services)
B. Service contract
C. Declaration on honour
ANNEX A to the call for quotations and to the service contract
TECHNICAL SPECIFICATIONS OF THE SERVICES

1. Background on the organization

VVOB – education for development, is a non-profit organization with over 35 years of experience in improving the quality of education systems from a rights-based perspective. VVOB has currently long-term partnerships with education actors in 10 countries (Belgium, Cambodia, DR Congo, Ecuador, Rwanda, South Africa, Suriname, Vietnam, Zambia and Uganda).

VVOB’s vision is to strive for a sustainable world based on equal opportunities through quality education. For VVOB quality education means: “… one that provides all learners with capacities they require to become economically productive, develop sustainable livelihoods, contribute to peaceful and democratic societies and enhance individual wellbeing.”

In pursuit of quality education, VVOB works on two components: professional development of school leaders and professional development of teachers, and this in four subsectors (early education, primary education, general secondary education and technical and vocational education and training).

To realize these objectives, VVOB focuses on capacity development of its operational partners: Ministries of Education, teacher training institutions and organizations focusing on professional development. Partners range from national and regional governments to institutions, individual schools, school leaders, teachers and students.

In October 2021, VVOB, with support of the LEGO Foundation started a project on strengthening blended learning approaches with teachers and school leaders. We refer to the project as “BLEND”, standing for “Blended Learning for Educators in a (global) Network for Development”. The project runs for 18 months, up to March 2023. This project comes as a response to the COVID pandemic that severely disrupted learning and also teacher and school leadership Continuous Professional Development (CPD), disproportionally affecting those from more disadvantaged backgrounds.


2.1. Context of the Consultancy

Across the world, COVID-19 induced school closures severely disrupted learning, disproportionally affecting those from more disadvantaged backgrounds. South Africa has been particularly hard-hit by the pandemic. School closures have been linked to near-triple school dropout for those aged 7-17 years old, from 230,000 pre-pandemic to 750,000 in April/May 2021. In Vietnam, where previous COVID-19 waves were more easily contained, the last wave saw school calendars disrupted in certain hard-hit provinces, where schools were closed between 77 and 155 days. Amid intermittent school closures, many governments, including those of South Africa and Vietnam, have shifted towards remote and online education as well as remote and online teacher and school leadership Continuous Professional Development (CPD).

Given the persistent after-effects of the pandemic on education continuity, VVOB sees the continued relevance of blended CPD for teachers and school leaders, and the need to test out new...
flexible solutions in partnership with governments. Through this grant, VVOB will design, test, and disseminate learning-through-play focused blended CPD offerings for teachers and school leaders in South-Africa and Vietnam.

For both South-Africa and Vietnam, a longitudinal study on the contributions of blended approaches to teachers' and school leaders' continuous professional development will be carried out. These studies will be carried out by research consultants based in South-Africa and Vietnam respectively. These longitudinal studies are not part of this call for quotations.

In addition, a cost analysis is foreseen to compare costs of blended CPDs for teachers and school leaders in South-Africa and Vietnam. With this call for quotations, VVOB seeks a consultant who is an expert in carrying out cost analysis of interventions in the education sector. The consultant will develop and apply a relevant approach for a cost analysis and will carry out an analysis of costs of different modalities of blended CPDs for teachers and school leaders in South-Africa and Vietnam. The analysis will allow for a comparison of costs of these different modalities within and between both countries.

2.2. Objective and scope of the consultancy

The objective of the consultancy is to develop a relevant approach for a cost analysis and carry out an analysis of costs of different modalities of blended CPDs for teachers and school leaders in South-Africa and Vietnam, allowing for a comparison of the costs of these different modalities within and between both countries.

In line with this objective, the assignment will consist of:

- Development of a relevant approach for a cost analysis of delivery of Continuous Professional Development (CPD) for teachers and school leaders in different online and blended modalities. The approach should be relevant and applicable for the CPD interventions within the BLEND project, but also for other, similar CPD interventions in VVOBs country programmes.

- Cost analysis of 4 CPD modalities for teachers and school leaders that allows for a comparison of costs of these different modalities within and between both countries:
  - 2 modalities of CPD for Foundation Phase Math Teachers in South Africa in online Professional Learning Communities (with and without additional CPD support).
  - 2 modalities of CPD on Play-based Learning for Primary Education teachers and school leaders in Vietnam (with and without participation in an online inter-provincial learning platform).

The cost analysis should be presented in a cost analysis report and presentation for the Global Professional Learning Community of BLEND partners.

- Finalization of the cost analysis approach, based on pilot testing of the cost analysis approach on the 4 CPD modalities for teachers and school leaders in South-Africa and Vietnam (see above). The final approach should be presented in a practical guideline for VVOB staff and partners to carry out such cost analysis themselves.

Expected outputs:

- **Key Deliverable 1**: Cost analysis approach that is relevant and applicable to analyse costs of CPD interventions within the BLEND project and in other VVOB country programmes.

- **Key Deliverable 2**: Cost analysis report of 4 CPD modalities for teachers and school leaders in the framework of the BLEND project and presentation for the BLEND professional learning community of partners.
• **Key Deliverable 3**: Practical guideline on cost analysis approach for cost analysis of CPD for teacher and school leaders in different modalities, including insights from pilot testing within BLEND project (see Key Deliverable 2). The practical guideline should be usable for cost analysis in other CPD interventions (outside BLEND).

### 2.3. Methodology and approaches

For the **development of a relevant approach for cost analysis** of delivery of CPD for teachers and school leaders in different modalities, the consultant will first map relevant cost analysis approaches or methods (e.g. the ingredients method). Cost analysis approaches will be identified that would potentially allow for cost-effectiveness analysis (CEA) in a next step. Next to that, the consultant will review the cost data that is available, including data that is available in VVOBs financial bookkeeping system (Navision) as well as all other data sources, such as interviews with VVOB personnel and partners.

Based on the mapping of approaches and methods and the review of available cost data, a selection will be made of a relevant and applicable cost analysis approach. In a next step, this approach will be adapted for application on CPD interventions in VVOB country programmes. **(Key Deliverable 1).**

For the **cost analysis** itself, the consultant will apply the developed cost analysis approach for analysis of 4 CPD modalities for teachers and school leaders in the framework of the BLEND project. These CPD modalities are: 2 modalities of CPD for Foundation Phase Math Teachers in South Africa in online Professional Learning Communities (with and without additional CPD support) and 2 modalities of CPD on Play-based Learning for Primary Education teachers and school leaders in Vietnam (with and without participation in an online inter-provincial learning platform). Besides, practical guidelines and suggestions should be given, in order for VVOB to in a next step organise a cost-effectiveness analysis based on the cost analysis. The cost analysis should be presented in a cost analysis report and presentation for the Global Professional Learning Community of BLEND partners **(Key Deliverable 2).**

Based on the pilot testing of the cost analysis approach within the BLEND project, the approach will be finalized and described in a practical guideline **(Key Deliverable 3)** that can be used by relevant VVOB colleagues and partners in other CPD interventions. The practical guideline should also describe how the cost analysis approach would potentially allow for cost-effectiveness analysis in a next step.

### 2.4. Timing of the activities and deliverables

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Timeframe</th>
<th>Estimated # working days (expert 1)</th>
<th>Estimated # working days (expert 2, if any)</th>
<th>Deadlines*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of a relevant approach for cost analysis</td>
<td>April-May 2022</td>
<td>(e.g. 15)</td>
<td></td>
<td>31/05/2022</td>
</tr>
<tr>
<td>1.1. Mapping and review of existing cost analysis approaches that would potentially allow for cost-effectiveness analysis in a next step</td>
<td></td>
<td>(e.g. 5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2. Review of cost data available within VVOB CPD interventions</td>
<td></td>
<td>(e.g. 5)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1.3. Selection and adaptation of relevant and applicable cost analysis approach (Key Deliverable 1: report + draft cost-analysis guidelines) (e.g. 5)

2. Cost analysis of 4 CPD modalities in BLEND project
   - May – September 2022
   - (e.g. 25)
   - 30/09/2022

   2.1. Cost analysis report of 4 CPD modalities for teachers and school leaders in the framework of the BLEND project (Key Deliverable 2: report + presentation) (e.g. 20)

   2.2. Presentation of cost analysis for the Global Professional Learning Community of BLEND partners (e.g. 5)

3. Development of practical guideline on cost analysis approach for CPD interventions
   - October 2022
   - (e.g. 5)
   - 31/10/2022

   3.1. Finalization of practical cost-analysis guideline based on pilot testing of cost-analysis approach (Key Deliverable 3: Guideline) (e.g. 5)

* Draft versions of deliverables should be sent to VVOB at least 1 week before the deadline in order to provide feedback.

a. Profile of the consultant(s)

The consultant(s) should have:

- Expertise in cost-analysis, cost-benefit and/or cost-effectiveness analysis and studies, preferably in the education sector.
- Proven experience in mining of cost data from financial accounting systems.
- Proven experiences with writing assignments, such a guidelines, papers, reports, etc.
- Proven experience with presentation of assignments, workshop or network facilitation.
- Experience or strong affinity with education systems in the Global South.
- Excellent written and oral communication in English.

b. Location

The assignment will be conducted remotely. The consultant(s) will meet regularly with VVOB staff, in first instance with a dedicated Grants Coordinator, over Microsoft TEAMS (or other digital communication methods).
ANNEX B VVOB 2021 024

Independent Services Contract

Between:

VVOB, non-profit association with company number 0423.616.717, located at Julien Dillensplein 1, 2A, 1060 Brussels (Belgium);
hereby validly represented by Mr. Sven Rooms, Director-General;
hereafter called VVOB;

and:
Name, Legal form with VAT/registration number Number (insert a space if you want to leave this open), with registered office located at Street Address, Postal code, City (Country),
hereby validly represented by Mr./Mrs. Name, Function title;
hereafter the Service Provider;

together the Parties;

IT IS AGREED AS FOLLOWS:
VVOB is a non-governmental organization aiming to improve the quality of education in the Global South and in Belgium.
The Service Provider has a particular expertise relating to cost-analysis in the education sector as well as reporting and presentation assignments.

Article 1. Subject-matter of the Contract
The Service Provider agrees to provide the Services defined in Article 2 to VVOB on the terms and subject to the conditions provided in this contract (hereafter the Contract).

Article 2. Services
2.1 The Service Provider shall perform the following services (hereafter the Services): The Service Provider shall assume the tasks described in ANNEX A: Detailed description of the services.

2.2 The Service Provider shall start performing the Services on Click or tap to enter a start date and undertakes to complete the Services by the dates mentioned in the column “Complete by”.

Any postponement of a completion date is only possible with the prior written agreement of VVOB.

Article 3. Fee
3.1 In exchange for the performance of the Services, VVOB shall pay the following fee (hereafter the Fee) to the Service Provider: A lump sum Fee of for each accepted deliverable as per the table below:

<table>
<thead>
<tr>
<th>Description of deliverable</th>
<th>Unit</th>
<th>Total price (incl. VAT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of a relevant approach for cost analysis</td>
<td>Lump sum</td>
<td></td>
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<td>3. Development of practical guidelines on cost analysis approach for CPD interventions</td>
<td>Lump sum</td>
<td></td>
</tr>
</tbody>
</table>

TOTAL PRICE INCLUSIVE VAT
For travelling time no Fee shall be paid. No Fee shall be due for additional working time, unless the Parties have agreed upon an increase in advance and in writing.

3.2 The Fee is inclusive of VAT. The Service Provider must mention the amount of VAT on the invoice. If the Services are exempted from VAT, the Service Provider must state this on the invoice.

3.3 The Fees shall be inclusive of any and all costs and expenses incurred by the Service Provider in rendering Services and performing its duties under this Contract, save for the expenses mentioned in Article 4.

Article 4. Expenses
The Service Provider is not entitled to any allowances or other benefits from VVOB. All costs relating to the Services performed under this Contract are deemed to be covered by the Fee set out above. Costs and expenses can only be reimbursed by VVOB if they are reasonable, if they were approved in advance in writing and upon presentation of supporting documents.

The Service Provider shall perform the main part of the Services from its own place of work, using its own office infrastructure, computers, hardware and office equipment, mobile phones, etc.

Article 5. Invoices
5.1 The Service Provider will draw up an invoice for the Fee (as described in Article 3) and expenses (if applicable and as described in Article 4) and hand it over or send it to VVOB. Invoices must be made in accordance with this Contract, and are issued after each deliverable. Payments will be subsequent to approval of deliverables as per the overview below.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of a relevant approach for cost analysis</td>
<td>31/05/2022</td>
</tr>
<tr>
<td>1.1. Mapping and review of existing cost analysis approaches</td>
<td></td>
</tr>
<tr>
<td>1.2. Review of cost data available within VVOB CPD interventions</td>
<td></td>
</tr>
<tr>
<td>1.3. Selection and adaptation of relevant and applicable cost analysis approach (Key Deliverable 1: report + draft cost-analysis guidelines)</td>
<td></td>
</tr>
<tr>
<td>2. Cost analysis of 4 CPD modalities in BLEND project</td>
<td>30/09/2022</td>
</tr>
<tr>
<td>2.1. Cost analysis report of 4 CPD modalities for teachers and school leaders in the framework of the BLEND project (Key Deliverable 2: report + presentation)</td>
<td></td>
</tr>
<tr>
<td>2.2. Presentation of cost analysis for the Global Professional Learning Community of BLEND partners</td>
<td></td>
</tr>
<tr>
<td>3. Development of practical guideline on cost analysis approach for CPD interventions</td>
<td>31/10/2022</td>
</tr>
<tr>
<td>3.1. Finalization of practical cost-analysis guideline based on pilot testing of cost-analysis approach (Key Deliverable 3: Guideline)</td>
<td></td>
</tr>
</tbody>
</table>

The invoices properly issued by the Service Provider will be payable within thirty (30) calendar days after the date the invoice is received by VVOB. If the invoice states a shorter term, the date mentioned in this Contract is the only binding date.

5.2 Supporting documents for all expenses and allowances (if any) must be attached to the invoice. Supporting documents include the original invoice or bill, a statement of expenditures and a claim form.
If the appropriate documentary evidence is not timely presented, allowances are not due and expenses are not reimbursable by VVOB. If any advance payments were already made, VVOB is entitled to deduct the amount of the advance payment from future payments or to claim back the amount paid.
5.3 Payment is made by means of a bank transfer into the bank account opened in the name of the Service Provider with bank account details:

IBAN/Account number: Click or tap here to enter number.
BIC/SWIFT Code: Click or tap here to enter number.
Currency: Click or tap here to enter text.
Bank name: Click or tap here to enter text.

5.4 Where advance payments are made, the Service Provider must attach the supporting evidence to the next invoice.

Article 6. Term and termination

6.1 This Contract enters into force on the date of signing and is concluded for a limited duration which ends at the latest at 31 December 2022.

6.2 Either Party can terminate this Contract with immediate effect, and without any amount or notice period being due upon written notice by registered letter to the other Party in the event that:
(i) the other Party is in material breach of the Contract; or
(ii) the other Party ceases to do business or perform its activities, transfers its business or a substantial part of its activities (including through a merger, demerger or similar proceedings) or otherwise terminates its operations;
(iii) the other Party becomes insolvent, is the subject of bankruptcy, insolvency, reorganization, liquidation or similar proceedings, is being wound-up or dissolved or makes an assignment for the benefit of creditors.

The following breaches shall in any case be considered as material breaches of the Contract by the Service Provider:
• non-compliance with the obligation to take out insurance (Article 8.2)
• non-compliance with the confidentiality obligations (Article 9)
• any representation or warranty made in this Contract in relation to Sanctions (Article 12) is breached or is determined to be false or misleading in any material respect at any time during the duration of the Contract
• Services have repeatedly been delivered late or have repeatedly not been rendered in compliance with the requirements of the Contract
• If the name of a specific individual for the performance of the Services is mentioned in Article 2 and VVOB does not accept the replacement proposed by the Service Provider.

6.3 If the Services provided do not comply with Article 2 or if Services are delivered late, VVOB can reject the Services and refuse payment. In such cases payments shall be effected pro rata the Services that are compliant and timely and that are also recognized as such by VVOB.

If any advance payments were already made, VVOB is entitled to deduct the amount of the advance payment from future payments or to claim back the amount paid. VVOB can in these situations grant a grace period to the Service Provider so as to allow for the necessary adjustments or corrections to be made.

6.4 VVOB can terminate this Contract with immediate effect, and without any amount or notice period being due upon written notice by registered letter to the Service Provider in the case of credible allegations that the Service Provider or any of its Personnel, affiliates or (sub)contractors has violated the Codes of Conduct (as defined in Article 7). At its own discretion, VVOB can unilaterally decide to temporarily suspend the Contract pending the investigation of any alleged violation of the Codes of Conduct by sending a written notice by registered letter to the Service Provider.

6.5 VVOB can terminate this Contract with immediate effect and without giving prior notice, in the event that VVOB’s agreement with its donor is terminated or curtailed. The Service Provider will take immediate steps to bring the performance of the Services to a close in a prompt and orderly manner and in doing so reduce expenses to a minimum. The Service Provider will not undertake any further commitments as from
the date of the termination notice. VVOB’s liability is limited to payment of the Fee due for Services duly delivered.

6.6 In the event that the Service Provider is temporarily or permanently unable to perform the Services due to force majeure, the Service Provider shall notify VVOB thereof immediately. The performance of this Contract shall be entirely suspended for the time of such temporary inability. In case of permanent inability, VVOB shall be entitled to terminate this Contract immediately, without giving prior notice and without compensation being due.

6.7 Upon termination of this Contract, the Service Providers shall immediately and on his own initiative return to VVOB any documents, in written, printed, electronic, or magnetic form, in his possession, that contain proprietary information or Confidential Information (as defined in Article 9) about VVOB or its donors or that are the property of VVOB or its donors.

Article 7. Terms of execution
7.1 The Service Provider shall faithfully and loyally provide the Services to VVOB. The Service Provider shall act in the best interest of VVOB and any persons or organizations related to VVOB or VVOB’s activities.

7.2 The Service Provider shall act with the expertise, independence and diligence as may be expected from a professional service provider in the same circumstances. It will also devote all the necessary means, time and effort to its tasks.

7.3 The Service Provider shall carry out this Contract in full compliance with all applicable laws. This includes all applicable international standards and labour law, rules and regulations relating to the employment of national and international staff in connection with the Services. The Service Provider must comply with all tax and social security obligations relevant to the performance of this Contract, directly and/or through its personnel (employees, volunteers, directors, officers, etc.; hereafter the Personnel) and (sub)contractors (if any). The Service Provider must further ensure compliance with all applicable laws by its Personnel and (sub)contractors.

7.4 The Service Provider must at all times conduct himself in a manner consistent with (i) VVOB’s General Code of Conduct, (ii) Code of conduct VVOB’s Child protection policy and (iii) Code of conduct VVOB’s Youth protection policy (hereafter the Codes of Conduct). The Codes of Conduct are part of VVOB’s Integrity Policy which can be found at www.vvob.org. The Service Provider must further ensure that all Personnel and (sub)contractors involved in the performance of this Contract, as well as any of its affiliates, adhere to the Codes of Conduct.

7.5 The Service Provider will carry out the Services independently and autonomously as an independent service provider and without being subordinated to VVOB. This Contract does not create any relationship of agency, distributorship, partnership or employment between the Parties or between VVOB and any member of the Personnel of the Service Provider.

7.6 The Service Provider is free to organise its work and to determine how the Services will be performed. The Service Provider shall, however, comply with the general guidelines determined by VVOB for the necessities of the co-operation between the Parties and it will regularly consult with and report to VVOB in order to assure the coherence of the Services. Within these guidelines and provided that the Contract is complied with, the Service Provider shall have the sole and autonomous right to determine and direct the manner, method and time schedule in which the Services are performed.

7.7 The Service Provider will use its own Personnel to perform the Services. Subcontracting is not allowed without the prior authorisation in writing from VVOB.
The Service Provider ensures that the Personnel and any (sub)contractors are bound by the Service Provider’s obligations under this Contract. The Service Provider must ensure that the Personnel and subcontractors performing the Services have the necessary training, knowledge and relevant experience. However, the Service Provider remains liable towards VVOB for the proper performance of the Services.

7.8 The Service Provider will hire, on its own behalf and for its own account, such Personnel that it deems necessary and capable of assisting it in the performance of the Services. The Service Provider, in its capacity as the employer or contractor of such persons, will be solely responsible for the management of these persons and will not involve VVOB in such matters.

7.9 If the name of one or more specific individual(s) for the performance of the Services is mentioned in Article 2, the Service Provider will supply its Services through such individual(s). If a specific individual becomes temporarily or permanently unable to perform the Services on behalf of the Service Provider, then the Service Provider will immediately inform VVOB.

The Service Provider has the right to propose to VVOB in writing another person who will provide the Services. VVOB has the right to refuse such a proposal, and to suspend or terminate the Contract. VVOB does not have to justify its refusal.

7.10 The Service Provider is not granted the power to represent VVOB towards any third party, except if authorized thereto by special power of attorney in writing.

**Article 8. Insurance**

8.1 The Service Provider will pay and indemnify VVOB promptly for all loss, destruction or damage caused by the Service Provider, its Personnel or (sub)contractors in the performance of this Contract.

8.2 The Service Provider must have and maintain in effect, with reputable insurers and in sufficient amounts, insurance against all of the Service Provider’s risks under the Contract (including, but not limited to, the risk of claims arising out of or related to the Service Provider’s performance of the Contract). This will in any case include general liability insurance, workers’ compensation and employer’s liability insurance and insurance against all risks in respect of its property and any equipment used for the performance of the Contract.

8.3 The Service Provider agrees to refrain from any form of claims against VVOB in case of accidents, theft or attempted theft, baggage loss (incl. laptops or any other valuable objects) and any other events that may occur during the performance of the Services.

**Article 9. Confidentiality**

9.1 For the purposes of this Contract, *Confidential Information* means any and all confidential, proprietary and other non-public information (whether recorded or not and, if recorded, in whatever form) relating to the activities, assets, properties, services, financial affairs, work methods, participants or contracting parties of VVOB or any donor.

9.2 The Service Provider may not during the Contract (except in the proper performance thereof) and during a period of 10 years after its termination:

- make use or take advantage of, reveal, divulge or otherwise disclose to any person, any of the Confidential Information in its possession;
- copy or reproduce in any form or by or on any media or device (or allow others to copy or reproduce) any documents, disks, tapes or other materials containing or referring to Confidential Information.

9.3 The Service Provider shall not publish nor make any statement to a press representative or publish any content on any websites or social media account about any matter relating to the Services, VVOB or its donor(s), without prior authorization in writing. VVOB and VVOB’s donor(s) will be acknowledged as per VVOB’s instructions.
Article 10. Ownership of work product and intellectual property rights
10.1 All intellectual property rights created during the performance of this Contract and within the limits of this Contract will vest in VVOB unconditionally and immediately upon their creation. Accordingly, the Service Provider assigns to VVOB with full title guarantee (including, without limitation, by way of an assignment of future intellectual property rights) all intellectual property rights, worldwide and for their entire legal duration.

Only VVOB is entitled to fulfil the necessary formalities in order to obtain actual legal and factual protection with respect to the work product, works, performances, or any other creations or inventions achieved under this Contract. The Fees received by the Service Provider are also intended to fully compensate the Service Provider for the assignment set out in this article and for all methods of exploitation of the works and work product, known or unknown at the signing of this Contract.

10.2 The Service Provider will not oppose modifications that VVOB deems fit to bring to the work product, works, performances, or any other creations or inventions achieved under this Contract, except for modifications that would be liable to prejudice the Service Provider’s honour or reputation. VVOB grants to the Service Provider a royalty-free, non-exclusive, non-transferable licence to use the intellectual property rights on the work product during the term of this Contract solely to provide the Services. The Service Provider grants to VVOB a royalty-free, non-exclusive, non-transferable licence to access any other documents and information used by it in the performance of the Services.

Article 11. Data Protection
The Service Provider shall not process any personal data on behalf of VVOB. If VVOB should in the future directly or indirectly transfer personal data to the Service Provider, the Service Provider shall promptly enter into a data processing agreement with VVOB. With regard to these personal data, the Service Provider will act as data processor and VVOB will act as data controller.

Article 12. Compliance with Sanction laws and other obligations
12.1 The Service Provider represents and warrants that neither it nor any Personnel, affiliates or (sub)contractors:

- are the subject or the target of any sanctions administered by the Office of Foreign Assets Control of the U.S. Department of the Treasury (“OFAC”) or the U.S. Department of State, the United Nations Security Council, the European Union, Her Majesty’s Treasury of the United Kingdom, or other relevant sanctions authority (hereafter the Sanctions);
- is located, organized or resident in a country or territory that is the subject or the target of Sanctions;
- will directly or indirectly use the proceeds of this Contract, or lend, contribute or otherwise make available such proceeds to any person or entity in violation of any Sanctions laws;
- have knowingly engaged in or are knowingly engaged in any dealings or transactions with any person that at the time of the dealing or transaction is or was the subject or the target of Sanctions or with any sanctioned country.

Article 13. Due diligence
VVOB shall have the right, from time to time as VVOB may reasonably deem appropriate, to perform reasonable due diligence on the Service Provider and any (sub)contractors for the purpose of verifying compliance with this Contract and any donor requirements. The Service Provider, its Personnel and (sub)contractors shall provide information and cooperate with VVOB in connection with any reasonable request related to VVOB’s due diligence of the Company.

Article 14. Salvatory clause
The provisions of this Contract are independent from each other and the invalidity of one clause does not affect the validity of the others. In the event that one of the provisions of this Contract is held to be invalid, this provision shall be deemed to be substituted by operation of law by a new one which makes it possible to achieve the same result, at least a similar result.
**Article 15.** Applicable laws and settlement of disputes
This Contract is subject to Belgian law. Any dispute regarding the validity, interpretation or performance of this Contract shall fall within the exclusive jurisdiction of the Dutch speaking Courts of Brussels. The Parties undertake to use their best endeavours to reach on an amicable settlement before going to court.

**Article 16.** Annexes
A Detailed description of Services

*Drawn up in Brussels, on Click or tap to enter a date. in as many copies as there are signing parties, each Party recognizing having received one copy thereof.*

For VVOB For the Service Provider
Sven Rooms Name
Director-General title
VVOB Organisation

*Please initial each page*

Annex A to the Service Contract: Reference Terms
See Call for quotations: Annex A ‘Technical specifications of the services’
VVOB 2021 024 – ANNEX C

Declaration on honour concerning the grounds for exclusion

Reference of the procurement: VVOB 2021 019

I, the undersigned [insert name of the person signing this form]:

- declares it its own name (if the economic operator is a natural person or in the case of a declaration by a director or a person with powers of representation, decision-making or control over the economic operator)

or

- declares as representative of (if the economic operator is a legal person) full legal name (for legal persons only)

Full legal form (for legal persons only):

full official address:

company registration number:

that the company or organisation that he (or she) represents / he (or she):

a) has not been the subject of a final judgment on the merits for one of the following offences:
   i. participation in a criminal organisation
   ii. corruption
   iii. fraud
   iv. terrorist activities, offences connected with terrorist activities or inciting, aiding or attempting to commit such an offence
   v. money laundering or terrorist financing
   vi. child labour and other forms of trafficking in human beings
   vii. employment of illegally staying third-country nationals

b) is not bankrupt or in receivership, has not ceased or suspended trading, is not subject to a court settlement or other arrangement with creditors and is not involved in any similar proceedings under national laws and regulations;

c) has not been guilty of grave professional misconduct proven by any means which the contracting authority can justify;

d) has fulfilled all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established and any country in which it has operations, in the country of the contracting authority and in the country where the contract is to be performed;

e) that (s)he will conduct (her)(him)self at all times in compliance with VVOB’s Codes of Conduct referred to in the call for quotations

f) that, should the contract be awarded, he (she) will provide on request proof for one or more of the above mentioned situations.

Full Name, Date and Signature