

TERMS OF REFERENCE

Provision of Training Programmes (WP3 & WP4) and a Mentorship Programme
(WP3)
for Female Entrepreneurs and Women-Led Businesses in Alexandria, Egypt

*Project: “Unleashing the Power of Female Entrepreneurs in the Mediterranean” (SheEmpower)
Interreg NEXT MED Programme 2021–2027 – Priority 1 / Specific Objective 1.2 (RSO1.3)*

Contracting Authority: INNODEV (Project Partner)

Publication date: 22 June 2026 | Deadline for submission: 10 August 2026

Reference: She/03/2026

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1. Background and Context

This contract is launched within the framework of the project “Unleashing the Power of Female Entrepreneurs in the Mediterranean” (acronym: SheEmpower), co-funded by the European Union under the Interreg NEXT MED Programme 2021–2027, Priority 1 “Competitive and Smarter Mediterranean”, Specific Objective 1.2 (RSO1.3) “Enhancing sustainable growth and competitiveness of SMEs and job creation in SMEs, including by productive investments”.

SheEmpower is a 30-month transnational project implemented by a consortium of eight partners across Cyprus, Spain, Lebanon, France, Italy and Egypt. The project is built on three pillars — empowering women’s skills, business and innovation and aims to strengthen the entrepreneurial ecosystem for women in the Mediterranean through capacity building, mentorship, digital transformation, e-business development and innovation support.

This Terms of Reference (ToR) covers the services to be delivered in Egypt, in the city of Alexandria, under Work Package 3 (WP3, Empowering Women’s Skills: Transnational Skills Development & Improving Female Entrepreneurs) and Work Package 4 (WP4, Empowering Women’s Business: Digital transformation and transnational e-business skills capacity). The Contracting Authority for this procedure is the Egyptian project partner, INNODEV (hereinafter “the Contracting Authority”).

Procurement under this project is governed by the Financial Agreement Annex II, which mirrors the relevant provisions of the EU Financial Regulation (Regulation (EU, Euratom) 2018/1046) . All contracts financed by the grant shall respect the principles of transparency, proportionality, equal treatment and non-discrimination.

The budget allocated for this tender will be covered through budget lines WP3.ES.PP8.999909 and WP4.ES.PP8.999910.

2. Objectives of the Assignment

The overall objective is to design and deliver high-quality, in-person, practice-oriented training and mentorship services that strengthen the entrepreneurial, managerial, digital and innovation capacities of female entrepreneurs and women-led businesses in Alexandria, Egypt.

2.1 Specific Objectives

- To deliver two structured training modules under WP3 for female entrepreneurs at two different stages of business maturity (idea stage and operating-business stage).
- To deliver two training pathways (modules) under WP4 focused on e-business and digital transformation, including a panel-assessed pitch to identify top projects.
- To design and facilitate a structured mentorship programme under WP3 supporting 20 female entrepreneurs up to three months.
- To ensure measurable skills acquisition through robust pre/post assessment, certification and reporting, in compliance with Interreg NEXT MED monitoring requirements.

3. Scope of Work

The assignment comprises three (3) inter-related components, all to be delivered in person in Alexandria, Egypt, applying a blended learning approach with a minimum of 60%–70% practical (assignments, case study,...) learning:

- Component A – WP3 Training: two training modules: WP3 Training Modules – Basic Training_ (Women’s Basic Skills package)- This includes the establishment of an assessment committee responsible for evaluating candidates and selecting those eligible to participate in WP4 based on the results of their final assessment.
- Component B – WP4 Training: two training modules: WP4 Training Pathways (Empower Women’s Business package)- Technical Training, including a panel pitch and selection of top projects.
- Component C – WP3 Mentorship: a three-month mentorship programme for 20 female entrepreneurs.

All training shall be delivered in person, in Alexandria. The mentorship programme may be delivered in person or virtually, individually or in groups sharing the same needs.

3.1 Component A – WP3 Training Modules – Basic Training_ (Women’s Basic Skills package)

Module 1 – Female Entrepreneurs (idea stage)

Target: females who have a business idea and want to start implementing it.

No of trainees: 30 trainees

No of courses: 4 courses

No of total training hours: 60 hours

The entire training programme must be completed within a maximum period of **30 calendar days**.

Course	Pattern	Total hours
Business Plan	4 hrs/day × 4 days	16
Financial Management	4 hrs/day × 4 days	16
Business Management	4 hrs/day × 4 days	16
Entrepreneurial Skills	4 hrs/day × 3 days	12
Total		60

Module 2 – Female Business Owners (early operating stage)

Target: females already running a business or start-up.

No of trainees: 30 trainees

No of courses: 4 courses

No of total training hours: 60 hours

The entire training programme must be completed within a maximum period of **30 calendar days**.

Course	Pattern	Total hours
Innovation Management	4 hrs/day × 4 days	16
Digital Transformation	4 hrs/day × 4 days	16
Marketing Strategy	4 hrs/day × 4 days	16
Leadership Skills	4 hrs/day × 3 days	12
Total		60

In accordance with the contract authority, this component included the establishment of an assessment committee responsible for evaluating candidates and selecting those eligible to participate in WP4 based on the results of their final assessment. The Contracting Authority shall provide the list of assessment committee members to be engaged in the assessment.

3.2 Component B – WP4 Training Pathways (Empower Women’s Business package)- Technical Training

Pathway 1 – The E-Business Pathway (80 hours)

For females that have a business idea and want to start an e-business

No of trainees: 30 trainees

No of courses: 4 courses

The training programme shall comprise a total of **80 hours**, including **64 hours of direct training** and **16 hours dedicated to assignments, project development, presentation preparation, and pitch preparation**.

The entire training programme must be completed within a maximum period of **45 calendar days**.

Course	Pattern	Hours
Building a digital foundation	4 hrs/day × 4 days	16
E-commerce (branding, product photography, payments, logistics)	4 hrs/day × 4 days	16
Digital marketing strategies	4 hrs/day × 4 days	16
Cross-border e-commerce (legal aspects, payments, shipping)	4 hrs/day × 4 days	16
Total		64
Assignments, project development, presentation preparation, and pitch preparation		16
Total		80

Pathway 2 – The Digital Transformation Pathway (80 hours)

For females that have already been running a business or a start-up and want to apply digital transformation

No of trainees: 30 trainees

No of courses: 4 courses

The training programme shall comprise a total of **80 hours**, including **64 hours of direct training** and **16 hours dedicated to assignments, project development, presentation preparation, and pitch preparation**.

The entire training programme must be completed within a maximum period of **45 calendar days**.

Course	Pattern	Hours
Digital strategy & marketing	4 hrs/day × 4 days	16
Data analytics and business intelligence (AI)	4 hrs/day × 4 days	16
Technology adoption and implementation (own business case)	4 hrs/day × 5 days	20
Leadership and change management	4 hrs/day × 3 days	12
Total		64
Assignments, project development, presentation preparation, and pitch preparation		16
Total		80

Upon completion of the WP4 training modules, all trainees shall deliver a pitch presenting their project idea or business case before an evaluation panel. The contractor shall be responsible for organizing the pitching session, coordinating the evaluation process, and covering all costs and fees related to the evaluation committee responsible for assessing the presentations and selecting the top-performing projects. The Contracting Authority shall provide the list of evaluation committee members to be engaged in the assessment and selection process as well as the selection criteria. (see Section 9 – Budget).

3.3 Component C – WP3 Mentorship Programme

The contractor shall design and facilitate a mentorship programme providing ongoing support to up to 20 female entrepreneurs up to three (3) months- maximum. Specific tasks include:

1. Carry out a needs assessment of the mentees and divide the needs into coherent groups.

2. Design and facilitate mentor-mentee matching based on compatibility, industry alignment and specific needs.
3. Organise regular mentoring sessions in person and/or virtually, individually or per group sharing the same needs over the three-month period.
4. Monitor progress and provide structured feedback for continuous improvement.
5. Provide a list of mentors with their CVs.
6. Provide a comprehensive plan and framework for the activity, including a detailed time plan.

4. Specific Tasks and Activities

The assignment is organized in four phases. Each round of training shall follow this sequence.

4.1 Inception Phase

- Develop the full programme and methodology: for each course, specify and develop the content, objectives, intended learning outcomes, presentations and practical lessons.
- Provide the final list of trainers with their CVs.
- Develop a detailed training plan, including practical sessions and role plays.
- Organise the logistics of each training and arrange adequately equipped facilities (classrooms with the necessary technical equipment, catering, etc.).
- Prepare the training schedule; materials and tools; draft presentations and manuals; and assessment tools.
- Submit all training materials, content for each course, and Trainers CVs for the approval of the Contracting Authority.
- The Contracting Authority will provide the list of trainees
- The contractor shall complete the inception phase within one week from the date of contract signature.
 - The contractor shall provide all training materials in both required languages (Arabic and English).

Output: Inception Report with the supporting documents (submitted with the invoice for the 1st payment).

4.2 Implementation Phase

Training delivery

- Deliver all training sessions and ensure attendance and engagement.

Training logistics

- Provide training venues; arrange coffee breaks, beverages and meals.
- Provide all training tools, stationery, equipment and audio-visual tools.
- Provide all presentations for all training days, learning manuals and materials, and the scientific material (soft and hard copies) for each trainee.

- Arrange transportation for trainees.
- Produce photographic documentation and a 3-minute video for all training courses.

Training methodology

- Apply a blended learning approach.
- Ensure a minimum of 60%–70% practical learning (Assignments and case study).

Outputs: module-specific reports; interim report; final report.

4.3 Assessment

- Conduct a pre-training assessment.
- Conduct pre-tests and post-tests for each course / module.
- Organise a pitch by all trainees to present a project idea or case study before a panel evaluation committee (WP4 only).
- Conduct a final assessment of skills acquired and of the general quality of the training.

Outputs: all assessment results submitted to the Contracting Authority as part of the module-specific, interim and final reports.

4.4 Certification

7. Print the official training certificates in coordination with the Contracting Authority.
8. Organize a ceremony to distribute the certificates.
9. Prepare a press release.

Outputs: official certificates and certificate ceremony.

5. Expected Outputs and Deliverables

The Contractor shall produce and submit the deliverables listed below. All reports shall be submitted in English; all training materials shall be provided in both Arabic and English. Each report shall be submitted in soft copy (editable and PDF) and, where indicated, in hard copy, and shall be accompanied by the supporting documents and annexes specified. Approval of each deliverable by the Contracting Authority is a condition for the corresponding payment.

5.1 Target numbers to be achieved and evidenced

The following target figures define the scale of the assignment. The Contractor shall plan for the full numbers and shall report, for every course and the mentorship, the planned versus the actual numbers of beneficiaries reached, supported by signed attendance lists and the pre/post assessment records.

Component	Trainees / mentees (target)	Training hours
Component A – WP3 Module 1 (idea stage)	30 trainees	60 hrs
Component A – WP3 Module 2 (early operating stage)	30 trainees	60 hrs
Component B – WP4 Pathway 1 (E-Business)	30 trainees	80 hrs (64 + 16)

Component	Trainees / mentees (target)	Training hours
Component B – WP4 Pathway 2 (Digital Transformation)	30 trainees	80 hrs (64 + 16)
Component C – WP3 Mentorship programme	up to 20 mentees	up to 3 months
Total training beneficiaries (WP3 + WP4 places)	120 training places	280 hrs

Note: the 120 figure denotes training places across the four courses; the Contracting Authority provides the list of trainees, and WP4 participants are those selected by the WP3 assessment committee. The Contractor shall report the number of unique individuals trained and the number successfully certified, in addition to places filled. The number of trainees per each module depends on the list of trainees that will be provide by the contract authority.

5.2 Deliverables by phase and linked payment

Phase	Deliverable and required content / annexes	Timing
Inception	Inception Report with supporting documents: full training programme and methodology for all courses; final list of trainers with CVs; detailed training plan and schedule; logistic note; draft presentations, manuals and materials (Arabic + English); pre-assessment questionnaire; pre/post-test and final-assessment tools. To be completed within one (1) week of contract signature.	Prior to implementation
Implementation / Monitoring	Course-level reports after each course, each annexed with: signed attendance lists (planned vs. actual trainees); soft + hard copies of all materials and assessment tools used; all presentations; pre-test/post-test results; specific products (trainees' pitches for WP4); photographs and the 3-minute video per course; and a logistics appendix.	After each course / module (monitoring)
Interim	Interim Report: state of the art; courses/modules held with actual attendance numbers; pre-assessment results and progress to date; draft certificates; the final evaluation questionnaire; challenges and opportunities. Submitted after the first two courses of each module.	
Final & Certification	Final Report: included 3 separate chapters : Final report for component A; Final report for component B ; Final report for component C. Each separate final report/chapter included content and outcome of all sessions; specific products; full attendance lists; all tools and assessments; final assessment results (skills acquired and overall quality); success stories; photographs and videos; logistics appendix; all annexes. Final numbers of trainees trained and certified per course.	

Phase	Deliverable and required content / annexes	Timing
	Certification outputs: official certificates printed (in coordination with the Contracting Authority); certificate distribution ceremony; press release; photographs and video.	
WP4 Pitch & Selection	Pitch session and top-projects selection record: organization of the panel pitch for all WP4 trainees; coordination of the evaluation committee (committee members and selection criteria provided by the Contracting Authority); minutes of the session; scoring sheets; and the list of selected top-performing projects.	Part of the Final Report-Component B (WP4)
Mentorship	Mentorship plan and framework: needs assessment and grouping; mentor–mentee matching scheme; list of mentors with CVs; session records report; detailed time plan. Mentorship Programme Final Report: implementation and outcomes; number of mentoring sessions conducted; attendance records; photographs and/or screenshots as evidence; an individual progress report for each mentee (or a consolidated group report where mentoring is delivered in groups), covering up to 20 mentees over up to 3 months.	at end of the 3-month mentorship. Part of the Final Report-Component C

5.3 Cross-cutting requirements applying to all deliverables

- Languages: all reports in English; all trainee-facing materials and manuals in Arabic and English.
- Numbers evidence: every course and the mentorship report must state planned vs. actual beneficiaries, with signed attendance lists and pre/post-assessment records; the Final Report must consolidate the total number of women trained and certified, and the number of mentees supported.
- Assessment evidence: pre-training assessment, pre-tests and post-tests per course, the WP4 trainee pitches, and the final assessment, all results annexed to the relevant reports.
- Visibility: all deliverables and visible items shall display the EU emblem and “Co-funded by the European Union” and follow Interreg NEXT MED visibility rules.
- Format and ownership: soft copies (editable + PDF) plus hard copies where specified; all deliverables become the property of the Contracting Authority.
- Acceptance: the Contracting Authority approves or rejects each report within 30 days; approval triggers the linked payment. Incomplete deliverables suspend the approval/payment period until corrected.

6. Indicative Implementation Schedule

The total duration of the assignment is five (5) months. The contract is expected to be signed in August 2026, with training starting in the last week of August or the first week of September 2026.

Milestone	Indicative date
Publication / advertisement of the tender	22 June 2026
Deadline for written questions from tenderers	31 July 2026
Deadline for submission of tenders	10 August 2026
Evaluation and award decision	Mid-August 2026
Standstill and contract signature	End of August 2026
Start of training	Last week Aug / first week Sep 2026
End of assignment (5 months from signature)	January 31 st , 2027

7. Expertise and Qualifications Required

7.1 The Tenderer

The tenderer shall be a legally established entity (training provider, consultancy firm, Private sector, Public body , NGO, academic institution or equivalent) with demonstrable experience in delivering entrepreneurship, business and/or digital training programs. The tenderer may be a single operator or a group of economic operators (consortium); a group is not required to adopt a specific legal form to submit a tender.

The tenderer must be registered in Alexandria or maintain a branch office or operational office in Alexandria. Tenderers based outside Alexandria shall provide sufficient evidence demonstrating their capacity and logistical arrangements to effectively implement and manage all three components of the assignment in Alexandria.

7.2 Minimum Selection Criteria

Economic and financial capacity

- Average annual turnover for the last available financial year .

Technical and professional capacity

- Proven experience in designing and implementing training programmes, of a minimum of 5 years, preferably including work with international institutions and/or donor-funded programmes (evidenced by a list of assignments with sums, dates and clients).
- **Proven experience in delivering capacity-building programmes specifically to women** (at least one reference assignment, with description, client and dates).
- **Capacity to meet the specific subject-matter requirements of each training course** set out in Sections 3.1–3.3 (entrepreneurship, business plan, financial and business management, innovation management, digital transformation, marketing, leadership, e-commerce/e-business, data analytics and mentorship), demonstrated through the CVs of the proposed experts.

- **Geographic:** The tenderer must be registered in Alexandria or maintain a branch office or operational office in Alexandria. Tenderers based outside Alexandria shall provide sufficient evidence demonstrating their capacity and logistical arrangements to effectively implement and manage all three components of the assignment in Alexandria.

Compliance with the four highlighted requirements above is mandatory: they are minimum selection criteria. Tenderers who do not demonstrate them will be excluded from technical evaluation, irrespective of price.

Key experts (minimum profiles)

Role	Minimum profile
Team Leader	University degree; at least 7 years' experience coordinating training or capacity-building programmes; experience with EU-funded or donor-funded projects an asset.
Trainers (entrepreneurship, finance, business & innovation management, marketing, leadership)	Relevant educational degree; at least 5 years' training/professional experience in the respective subject.
Digital / e-business trainers	Demonstrated expertise in e-commerce, digital marketing, data analytics and digital transformation; practical industry experience.
Mentors	Experienced entrepreneurs or business advisors able to mentor female entrepreneurs across the identified need areas.

All experts shall be presented with CVs. Trainers' CVs may be finalized in the Inception Phase but indicative CVs shall be submitted with the tender. The Contracting Authority may accept a declaration on honour at submission and require supporting documents from the successful tenderer before signature (Annex II, point 18.4).

8. Reporting Requirements

For each round, the awarded contractor shall submit:

- Inception report: prior to implementation; contains the full training programme integrating the blended approach, the training schedule, a logistic note, the pre-assessment questionnaire and a draft of tools/materials/manuals. Submitted with the 1st payment invoice.
- Ongoing monitoring & interim report: course-level reports after each course per module , annexed with attendance lists, soft and hard copies of all training materials, photos, videos and assessment tools (presentations, books, research, videos and other resources used or delivered), assessments and any specific products (pitches for all trainees), and a logistics appendix. The interim report summarizes the state of the art, modules held, pre-assessment results and progress, drafts of final certificates and the final evaluation questionnaire, and challenges and opportunities. Submitted with the 2nd payment invoice.

- Final report: describes in depth the content and outcome of all sessions , including specific products, attendance lists, success stories and all tools and assessments collected, photos, videos; submits the final assessment results and a logistics appendix, with all annexes. Submitted with the 3rd payment invoice.
- Mentorship Programme Report: A comprehensive report detailing the implementation and outcomes of the mentorship programme, including the number of mentoring sessions conducted, attendance records, photographs and/or screenshots as supporting evidence, and an individual mentee progress report for each participant. Where mentoring is delivered in a group format, a consolidated group mentees' report shall be submitted instead. Submitted with the 4th payment invoice.

9. Contract Value

The financial offer shall be all-inclusive and cover all expenses, taxes, logistics, and the fees of the WP4 evaluation committee.

- All trainer and expert fees, mentorship fees and evaluation committee fees.
- All logistics: venues, equipment, audio-visual tools, stationery, catering (coffee breaks, beverages, meals) and trainee transportation.
- All training materials (soft and hard copies), manuals, certificates and the certificate ceremony.
- Photographic and video documentation.
- All applicable taxes and duties.

The price quoted in the tender shall be firm and non-revisable. Tenders exceeding the maximum budget will be considered unacceptable.

9.1 Payment Schedule

Instalment	Trigger	Document required	% of value
1 — Pre-financing	On entry into force of the contract, against a pre-financing invoice and approval of the Inception Report.	Inception Report + invoice	30%
2 — Interim	On approval of the Interim Report covering the modules delivered to that point.	Interim Report + invoice	40%
3 — Balance	On approval of the Final Report with all annexes and final assessment results.	Final Report + invoice	30%

Indicative percentages may be adjusted in the contract. Pre-financing, if any, is subject to the contacting authority approval and conditions of Annex II, point 18.5.

10. Evaluation and Award Criteria

Tenders will first be checked for administrative compliance and for the exclusion and selection criteria. Admissible tenders will then be evaluated on the basis of the best price-quality ratio. The proposed weighting is 80% technical / 20% financial.

10.1 Technical Evaluation (80 points)

Technical criterion	Max points
Quality and coherence of the proposed methodology and training/mentorship approach	25
Quality and relevance of the proposed team / experts (CVs, subject coverage, mentoring capacity)	20
Organization, logistics, work plan and assessment/quality-assurance arrangements	15
Relevant experience in comparable assignments (International, Alexandria,...)- At least two (2) comparable assignments (entrepreneurship / business / digital training, or mentorship) delivered in the last three (3) years	10
Proven track record / past performance	10
Total technical	80

A minimum quality threshold of 80% of the technical score (64/80) is required; tenders below this level will be rejected .

10.2 Financial Evaluation (20 points)

The lowest admissible compliant price receives the maximum financial score; other tenders are scored proportionally: Financial score = $20 \times (\text{lowest price} / \text{tender price})$.

10.3 Final Score

Final score = technical score + financial score. The contract is awarded to the highest-scoring admissible tender. If only one administratively and technically valid tender is received, the contract may be awarded provided the award criteria are met .

11. Administrative Requirements for Tender Submission

Tenderers shall submit a complete tender comprising:

- I. Tender Submission Form (signed and dated). Annex A

- II. Technical offer included : methodology, work plan, team composition including indicative CVs (mandatory), logistics and quality-assurance arrangements.
- III. Financial offer: all-inclusive price in EUR, firm and non-revisable, (to be submitted by the tenderer as the financial offer using the template provided (Annex B)
- IV. Signed and Stamped this TOR
- V. Legal Identification Form (Annex C)
- VI. Financial Identification (Annex D)
- VII. Declaration on Honour on exclusion and selection criteria (Annex E)
- VIII. Extract of register of Commerce
- IX. Tax card

Evidence of legal/regulatory capacity and, where requested, economic and technical capacity (supporting documents may be requested from the successful tenderer before signature).

Submission of a tender implies acceptance of all terms and conditions in the procurement documents. Tenders must remain valid for 90 days from the submission deadline and shall not be modified during that period. Tenders received after the deadline will be rejected without being opened. No contact between the Contracting Authority and tenderers is permitted during the procedure except through the official Q&A channel.

11.1 How to Apply

Interested economic operators shall submit their complete tender (technical offer + financial offer + administrative documents listed in Section 11) in accordance with the following instructions:

- **Language:** tenders shall be submitted in English.
- **Currency:** the financial offer shall be expressed in EUR, all-inclusive (taxes, logistics and all fees).

Method of submission:

- **By email:**
 - Tenders shall be submitted by e-mail to the dedicated address, info@innodevgroup.org with the subject line “SheEmpower – WP3/WP4 Training & Mentorship – [name of tenderer]”.
 - Tenders must be submitted in one Email, containing all the parts of the tender as it should in the case of paper submission. If the submitted tender is composed of several files, a clear table of contents have to be submitted which clearly identifies the various parts of the submitted tender. The files must be compressed and encrypted with a password. The password will be requested after the deadline and before opening the bids.

Paper submission

Tenders must be sent to the contracting authority before the deadline specified in this TOR. They must include all the documents be sent to the following address:

19 Aziz Kohel Street, San Stefano, Elramel, Alexandria, Egypt, Opening hours/days (From Sunday till Thursday from 10 am till 3:00 pm

If the tenders are hand delivered they should be delivered to the following address:

19 Aziz Kohel Street, San Stefano, Elramel, Alexandria, Egypt, Opening hours/days (From Sunday till Thursday from 10 am till 3:00 pm

Tenders must comply with the following conditions:

- I. All tenders must be submitted in one original, marked 'original', and one copy signed in the same way as the original and marked 'copy'.
- II. The tenders should be submitted:
 - (a) either by post or by courier service, in which case the evidence shall be constituted by the postmark or the date of the deposit slip¹
 - (b) or by hand-delivery to the premises of the contracting authority by the participant in person or by an agent, in which case the evidence shall be constituted by the acknowledgment of receipt.
- III. All tenders, including annexes and all supporting documents, must be submitted in a sealed envelope bearing only:
 - a) the above address;
 - b) the reference code of this tender procedure,
 - c) the number of the lot(s) tendered for;
 - d) the words 'Not to be opened before the tender opening session' in the language of the tender dossier and <equivalent phrase in the local language>.
 - e) the name of the tenderer.

The technical offer must be placed in a sealed envelope and financial offer must be placed in another sealed envelope. The envelope should then be placed in single sealed envelope/package included all supporting documents.

The submission of a tender implies acceptance of the terms and conditions set out in the procurement documents. The submission binds the contractor to whom the contract is awarded during performance of the contract. The tenders will be kept confidential until the opening.

Late submissions will not be considered. The contracting authority bears no responsibility for technical transmission failures. It is the tenderer's responsibility to confirm receipt.

- **Deadline:** tenders must be received no later than 10 August 2026, (13:00 Cairo Time). Proof of compliance with the deadline is the date/time of receipt recorded by the Contracting Authority (e-mail server time or stamped delivery receipt).

¹ It is recommended to use registered mail in case the postmark would not be readable.

- **Signature:** the Tender Submission Form and the declaration on honour shall be signed and dated by the legal representative or the delegated one of the tenderer (or, for a consortium, by each member or the appointed lead).
- **Incomplete or late tenders:** tenders that are incomplete, do not meet the minimum requirements, or are received after the deadline will be rejected .

By submitting a tender, the operator confirms it is not in any of the exclusion situations and meets the selection criteria set out in Section 7. The successful tenderer may be required to provide supporting documents before signature of the contract.

12. Questions, Complaints and Timetable

12.1 Questions

Tenderers may submit questions in writing to the contact address info@innodevgroup.org. Answers will be provided to all tenderers on the Innodev website before the closing date for receipt of tenders.

12.2 Complaints

Tenderers who believe they have been harmed by an error or irregularity in the procedure may lodge a written complaint with the Contracting Authority at ceo@innodevgroup.org. A standstill period of 10 days (electronic means) applies between notification of the award decision and signature of the contract, during which complaints may be submitted.

12.3 Award Notification and Standstill

All tenderers will be informed simultaneously and individually, by electronic means, of the outcome of the procedure, with reasons and available legal remedies. The contract will not be signed before expiry of the standstill period, save in the cases set out in Annex II, point 29.2.

13. Cancellation and Modification

The Contracting Authority may, before the contract is signed, cancel the procurement procedure without tenderers being entitled to any compensation; the decision will be justified and notified as soon as possible (Annex II, point 28). Any modification of the signed contract will be made only within the limits of Annex II, point 30.

14. List of Tender Annexes and Supporting Procurement Documents

This tender is supported by the following documents, published by the Contracting Authority:

1. Instructions to Tenderers. (Annex F)
2. Tender Submission Form. (Annex A)
3. Financial offer: all-inclusive price in EUR, firm and non-revisable, (to be submitted by the tenderer as the financial offer using the template provided (Annex B)
4. Legal Identification Form (Annex C)
5. Financial Identification (Anex D)
6. Declaration on Honour on exclusion and selection criteria (Annex E)

7. This Terms of Reference (ToR).
8. Draft service contract (Annex I).
9. General conditions (Annex G)
10. Contract Notice . (Annex H)

End of Terms of Reference.