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Call for Partnership (CFP) for

Integrated Delivery of the GCA

Knowledge Module for Climate Resilient PPPs

CFP Ref: CPF-0019

CLOSING DATE: 16 April 2025

CLOSING TIME: NOT LATER THAN 4pm, Central European Time (CET)

PPORPOSALS RECEIVED AFTER THE CLOSING DATE AND TIME SHALL NOT BE CONSIDERED.



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1. Background

1.1. Introduction to the Global Center on Adaptation

The Global Center on Adaptation (GCA) is an international organization that works as a solutions broker to catalyze action and support for adaptation solutions, from the international to the local, in partnership with the public and private sector, to ensure we learn from each other and work together for a climate resilient future. Adapting to impacts of climate change provides a “win-win” for health, livelihoods, food security, water supply, human security, and economic growth. The work of the GCA elevates the visibility and political importance of climate adaptation and facilitates solutions, such as smarter investments, new technologies and better planning to become more resilient to climate-related threats. GCA is a rapidly growing organization with offices in Abidjan, Beijing, Dhaka, Groningen, and Rotterdam.

The GCA has an ambitious 2020-2025 business plan with three pillars:

- Programs and Action: Food Security; Using Nature for more resilient infrastructure; Water for Urban Growth and Resilience; Climate Finance; Youth Leadership
- Knowledge Acceleration: Building adaptation knowledge globally through cutting edge products such as the State and Trends in Adaptation Report and the Knowledge Exchange Platform
- Agenda Setting and Advocacy: Formulating policy messages to move the global, regional, and local adaptation agendas forward.

Guiding GCA’s program in Africa is the Africa-owned and Africa-led Africa Adaptation Acceleration Program (AAP), co-created with the African Development Bank Group (AfDB) to implement the vision of the Africa Adaptation Initiative to support African countries on key adaptation initiatives. The Infrastructure and Nature-Based Solutions (NBS) is a major component of the Africa Infrastructure Resilience Accelerator Pillar of AAP.

GCA’s support on infrastructure and Nature-Based solutions aims to mainstream adaptation and resilience into investments at both the national infrastructure system and infrastructure project levels. GCA is working with IFI and institutional partners to influence large-scale public and public-private investments, identifying and analyzing technically and financially viable options that reduce the impacts of infrastructure disruptions caused by climate hazards and mitigate climate risks to infrastructure assets, services and served communities.

In 2023, GCA launched or completed technical work on investment projects across infrastructure sectors including roads, railways, and energy production and transmission lines. The portfolio of projects will keep growing with a continuous effort to diversify and balance projects across sectors, as well as with a particular focus on PPPs. GCA’s technical support at the national and investment project levels is complemented with capacity building initiatives such as the Masterclass on Climate Resilient Infrastructure PPPs, co-developed with PPIAF and other partners, to help infrastructure practitioners in the preparation of innovative and climate-informed investment projects.

2. Project background : GCA Masterclass on Climate Resilient Infrastructure PPPs

Poor infrastructure continues to hinder economic growth in most African countries. Increasing impacts of climate change means that already unreliable infrastructure services will be greatly affected and that the existing financing gap of \$100 billion per year by 2025 in the continent is likely to increase. Only 10% of priority infrastructure projects in Africa make it

to financing close, with 80% of the projects falling at the feasibility and business-plan stage alone. Therefore, mobilizing public and private investments is as important as developing more infrastructure projects to ensure success of the infrastructure projects.

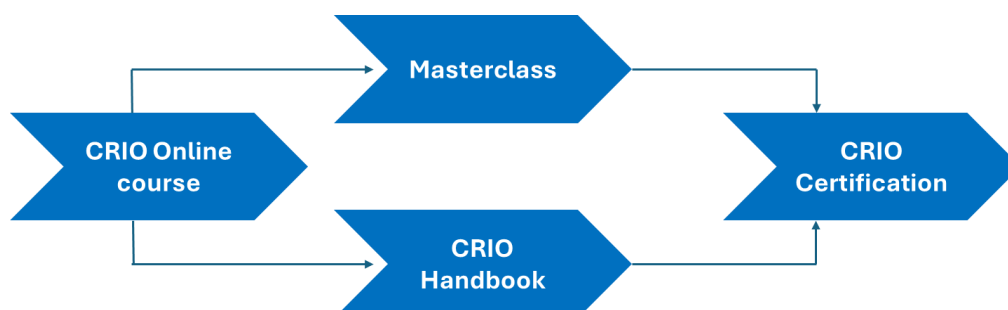
Public-Private Partnerships (PPPs) are a key entry point to integrate climate adaptation and resilience into infrastructure projects. Governments, including in Africa, are increasingly turning to PPPs to attract private capital for infrastructure projects and bridge the existing investment gap. The Infrastructure Consortium for Africa highlighted that one of the of key parameters and criteria public and private investors use to assess investment attractiveness is the level of perceived risks and ways to mitigate them. The investors focus on risk assessment and mitigation is crucial in the context of Africa's climate-vulnerable infrastructure.

To address these gaps, GCA has been working to build the capacity of PPPs practitioners in integrating climate adaptation and resilience in the infrastructure lifecycle and supporting investment in infrastructure resilience through the development of the [Knowledge Module on PPPs for Climate Resilient Infrastructure](#). It aims to build the upstream capacity of practitioners to integrate climate resilience into infrastructure PPPs and build a community of Climate-Resilient Infrastructure Officers (CRIOs) to facilitate knowledge sharing.

The Knowledge Module includes the following elements:

- CRIO Online Course: The online course is a self-paced awareness module designed to familiarize participants with key concepts on i) PPP projects, ii) Climate change, Resilience and Adaptation for Infrastructure, and iii) Climate Finance.
- Climate-Resilient Infrastructure Officer Handbook ("Handbook"): This Handbook for CRIOs aims to provide the tools and knowledge on how to integrate climate resilience throughout the PPP project cycle.
- Masterclass on Climate-Resilient Infrastructure Public-Private Partnerships ("Masterclass"): The masterclass engages participants in discussions with key experts on the challenges and opportunities for climate-resilient PPPs and enables participants to join a network of CRIOs.
- Climate-Resilient Infrastructure Officer (CRIO) Certification ("Certification"): Developed with APMG, the module offers an exam that provides practitioners with an accredited certificate based on the knowledge of the Handbook.

Diagram 1. Elements of the Knowledge Module



In 2023-2024, GCA directly delivered five Masterclasses in Ghana, Cote d'Ivoire, Bangladesh and Uganda and worked on institutionalizing masterclasses deliveries in Senegal and Kenya through partnerships with the University of Nairobi for Anglophone East Africa and the University of Dakar (UCAD) in Francophone West Africa.



2.1. Project Objective

In 2025-2026, the content and delivery method of the Masterclass will be reviewed to ensure it capitalizes on results from the program across business lines and builds synergies with initiatives from IFIs and other partners. Especially, the delivery method will be reviewed with the objective to strategically attract a wider range of participants linked to investments projects and allows for scaled-up implementation.

GCA intends to professionalize and standardize the delivery of the Knowledge Module by building a training delivery capability. Specifically, the components of the Knowledge Module, i.e. the Online Course, Handbook, Masterclass and Certification, will be delivered as an integrated training curriculum. That said, the Masterclass is the centerpiece of the Knowledge Module, and GCA endeavors to improve and structure the Masterclass training delivery capability. The roll out of the integrated training curriculum will follow a regional approach (Northern, Central, Western, Eastern, and Southern regions), seeking to build the capability to deliver courses in the languages most spoken in African countries (Anglophone, Francophone, Lusophone). The goal is to deliver a world-class Knowledge Module combining cutting-edge technical content, insights from top global experts, and an exclusive network of leaders driving climate-resilient infrastructure

Within this context, GCA is looking for partners to support the delivery of the Masterclass and the successful rollout in 2025-2026. The activities under this Call for Partnership are expected to be implemented in 2025-2026 (Q2 2025 -Q1 2026). A second phase for further outputs will be considered for Q2-Q4 2026, which will be contingent upon the availability of appropriated funds from which payment for agreement purposes can be made.

2.2. Project Outcomes and Outputs

This project aims to achieve the following outcome:

Outcome 1: A structured and integrated training delivery capability is developed and rolled out in Africa—including the Online Course, Handbook, Masterclass, and Certification—in Anglophone, Francophone, and Lusophone countries, building the upstream capacity of practitioners to integrate climate resilience into infrastructure projects and PPPs, leading to climate resilient infrastructure¹ and adaptation strategies.

Output 1.1: Materials preparation and knowledge management

Training will be conducted using the standardized Masterclass curriculum developed by GCA in 2024, ensuring consistency in knowledge transfer. The full package of training materials, including slides and resources on the CRIO Online Course, the CRIO Handbook, and the CRIO Certification, will be provided to the Delivery Partner to facilitate effective training.

- **1.1a CRIO Online Course content update:** The Delivery Partner will develop an updated CRIO Online Course focused on foundational concepts, in consultation with GCA. An indicative format would include a series of short online presentations of key topics on i) PPP projects, ii) Climate change, Resilience and Adaptation for

¹ Climate resilient infrastructure refers infrastructure which has considered and mitigated climate and disaster risk in its design and operations. Example: A coastal road with design incorporating climate adaptation elements



Infrastructure, and iii) Climate Finance, followed by a bank of questions for interactive engagement and knowledge check.

- **1.1b Existing Masterclass Materials Compilation:** The Delivery Partner will provide light-touch support in compiling and adapting the standardized Masterclass curriculum developed by GCA in 2024. This will involve tailoring the content to suit local contexts, with minimal adjustments to the core materials. The partner will also ensure the curriculum aligns with regional policies and sector-specific challenges, while maintaining the integrity of the original structure. The standardized Masterclass material included five Modules and five case studies.
- **1.1c Case study development:** The Delivery Partner will create two (2) relevant, localized case studies that align with regional contexts and sector-specific challenges to enhance practical learning.
- **1.1d Translation of Masterclass Materials in French:** The Delivery Partner will translate the Masterclass materials into French, ensuring accuracy and cultural relevance for French-speaking participants.
- **1.1e Translation of Masterclass Materials in Portuguese:** The Delivery Partner will translate the Masterclass materials into Portuguese, ensuring accuracy and cultural relevance for Portuguese-speaking participants.

The outputs will be a slide deck with a bank of questions for the CRIO Online course, an updated set of slide decks with the adapted standardized Masterclass curriculum, two case studies in word and PowerPoint format, and the translated set of slide decks and Masterclass material in French and Portuguese.

Output 1.2: Masterclasses delivery (curriculum & slides adjustment, speakers & trainers, participants, logistics)

The Delivery partner will be responsible for organizing and delivering five (5) in-person masterclasses in Anglophone, Francophone, and Lusophone countries in Africa. The specific countries will be selected from a predefined list, in Annex 5, based on local conditions, demand, and logistical feasibility, in consultation with GCA. High priority countries include Chad (French) and Sao Tome (Portuguese). Countries and format are subject to change to ensure effective delivery and maximum impact. Masterclass duration can range from 3 to 4 days, depending on local needs and availability of participants, for a range of 15 to 35 participants. The minimum expected number of instructors is three (3) and the minimum expected number of guest speakers is one (1). Activities include:

- **Before each Masterclass:**
 - The Delivery Partner will identify and select suitable trainers in consultation with GCA, ensuring they have expertise in climate resilience, infrastructure projects, and Public-Private Partnerships (PPPs) for climate-resilient infrastructures. The Delivery Partner will be responsible for training the selected trainers according to the Masterclass curriculum, equipping them with the necessary skills and materials to ensure they can deliver sessions to the highest quality standards. Trainers must be proficient in the local language of delivery to ensure effective engagement and knowledge transfer. These experts, drawn from diverse backgrounds—including consultants, local companies, public entities, NGOs, and research institutions—will be strategically engaged and maintained as a reliable resource for multiple Masterclasses.



- Identify suitable guest speakers in consultation with GCA, ensuring they are recognized experts with significant experience in climate resilience, infrastructure development, and PPPs. Guest speakers should include senior policymakers, industry leaders, experienced practitioners, and academics who can provide strategic insights, real-world case studies, and high-level perspectives.
 - Coordinate with relevant public and private sector organizations to provide necessary outreach to potential participants, ensuring diverse representation from government agencies, private companies, financial institutions, NGOs, and research institutions.
 - Identify and invite suitable participants in consultation with GCA.
 - Manage the participants list (30-35 participants per masterclass).
 - Select and prepare an appropriate venue, in accordance with the logistical requirements outlined in Annex 4.
 - Establish and maintain logistical and travel arrangements for participants, trainers and guest speakers.
- **During each Masterclass:**
 - Ensure smooth check-in for participants, provide course materials, and facilitate introductions to foster engagement.
 - Support trainers and guest speakers in delivering content effectively, ensuring alignment with the curriculum and active participant engagement.
 - Manage interactions with venue staff, address any logistical needs, and ensure seamless operation alongside any concurrent events.
 - Encourage interactive discussions, Q&A sessions, and group activities to enhance learning outcomes.
 - Assist trainers and guest speakers with technical setup, presentation materials, and any real-time adjustments needed for effective delivery.
 - Oversee the Masterclass timeline, ensuring that all sessions, breaks, and discussions are conducted efficiently while maintaining high-quality delivery.
 - Collect participant input during the sessions through surveys or informal discussions to assess engagement and improve future Masterclasses.
 - **After each Masterclass:**
 - Oversee centralized M&E, collect further feedback (where applicable), and prepare a short closing report

The output will be the successful delivery of five (5) Masterclasses across the designated countries, ensuring high-quality training and knowledge transfer tailored to regional needs.

Output 1.3: Establishment of a Community of practice.

- **1.3a Organization of one (1) flagship technical in-person event:** The Delivery Partner will organize one (1) flagship technical in-person event, designed to bring together industry leaders, practitioners, and experts to discuss innovative solutions, share best practices, and foster collaboration in enhancing infrastructure resilience through PPPs. The country, duration and setup for the in-person event will be decided in consultation with GCA from the list of designated countries, as outlined in Annex 5.
- **1.3b Organization of two (2) flagship technical webinars:** The Delivery Partner will organize two (2) high-impact technical webinars to delve deeper into the latest trends and developments in infrastructure resilience and PPPs. These webinars



will allow global participation, offering an accessible platform for knowledge-sharing and interactive discussions among experts and stakeholders.

- **1.3c Networking & community engagement:** The Delivery partner will establish a dedicated platform (such as an online forum, social media channels, or other digital tools) to facilitate ongoing networking and community engagement. This platform will act as a central hub where participants, trainers, and professionals can share updates, access valuable resources, and engage in discussions on infrastructure resilience and PPPs, helping to cultivate a vibrant and collaborative community of practice.

The indicative duration to complete the project (phase 1) is 10 months (Q2 2025-Q1 2026). A second phase for further outputs will be considered for Q1-Q4 2026, which will be contingent upon the availability of appropriated funds. GCA expects partner(s) to engage with local stakeholders during project implementation, ensuring government and community buy-in and long-term sustainability. This project should include consultation, awareness-raising, and capacity building activities as needed.

Prospective partners are encouraged to propose a detailed timeline in the proposal. The expected indicative timeline is provided in Annex 6. Objective is to be in a position to deliver the first actual masterclasses in Q2 2025. The exact dates of the Masterclasses will be determined in close consultation with GCA to ensure alignment with project requirements and logistical considerations.

2.3. Alignment with GCA Values and Commitment & Experience in Partnership Engagement

- Demonstrated support of the core values of GCA and its commitment to climate action and adaptation;
- Active engagement in partnerships and initiatives with, inter alia, United Nations, intergovernmental, national, subnational, industry or sectoral, non-governmental and other related organizations in support of climate, environmental and/or social causes;
- Demonstrated support of the principles of sustainable development, including inclusion and social and environmental corporate responsibility;
- Compliance with recognized environmental and social standards.

3. Submission Guidelines

3.1. How to Apply

- Only **registered non-profit organizations (INGO, NGO, CBO, Universities, Company Limited by Guarantee)** are eligible to receive a sub-grant from GCA.
- The organizations responding to this call **must meet the minimum eligibility criteria** and demonstrate their capacity to **implement all the technical criteria**.
- Proposals and all supporting documents must be **submitted as a PDF**, no later than **16 April 2025 4pm, Central European Time (CET)** to infrastructure@gca.org and cc'd to subgrants@gca.org, with subject line **"Proposal Submission for Gender Module for Climate Resilient Infrastructure"**.
- Proposals **must include**:
 - **Annex 1:** Technical proposal (project document) outlining the approach to deliver the work described in this proposal (maximum 7 pages).



- **Annex 2:** Completed Partner Information Document & minimum required documents.
 - **Annex 2a:** Budget and Financial Report Template.
- Interested organizations interested in applying can submit questions to GCA regarding this call for proposal before **9 April 2025 4pm, Central European Time (CET)** to infrastructure@gca.org and cc'd to subgrants@gca.org, with subject line **"Clarification Questions for Integrated Delivery of the GCA Knowledge Module for Climate Resilient PPPs"**.
 - If an interested organization has concerns about completing the template, please reach out.
- **Important to note:**
 - All registered non-profit organizations are encouraged to respond to this call and complete the templates in as much detail as possible.
 - Responses to **Annex 1** will be considered even if there is a lack of detail or if the form is incomplete.
 - Responses to **Annex 2** will be considered even if some details are lacking, if justified.
 - The template serves as a tool for interested organizations to showcase their technical expertise and experience in response to the call.
 - Organizations need only meet the minimum eligibility criteria to be considered.
- Proposals received **after the closing** date and time **will not be considered**. Organizations will be notified once a decision about the Sub-Grant is made.
- Proposals and all supporting documents must be drafted **in English**.
- GCA reserves the right to decline disclosure of the specificity of decision derived by GCA mission due to reasons related to confidentiality.
- GCA reserves the right to accept or reject any submissions, and to annul the selection process and reject all submissions at any time, without thereby incurring any liability to the affected implementing partners.

3.2. Process Overview

- After the deadline, all submissions will undergo an evaluation process.
- The most suitable partner will be selected based on the evaluation outcomes.
- The selected partner will be contacted to conduct a due diligence assessment through in-depth meetings.

4. Selection Criteria & Evaluation

The evaluation's purpose is to assess the organization's eligibility, and the technical expertise of respondents. The evaluation consists of two sets of selection criteria:

- (1) **Minimum Eligibility Criteria**
- (2) **Technical Expertise**

The first section specifies the minimum eligibility criteria that an organization must meet to qualify for the call. This set of criteria is evaluated on a pass/fail basis. Only organizations that pass this initial assessment will proceed to the next stage.



The technical expertise is evaluated based on the relevance and depth of experience and expertise in relation to the criteria outlined in the call, specifically how well these align with achieving the expected results.

Selection Criteria

Name	Description	Score
EC	Minimum Eligibility Criteria	Pass/Fail
EC1	Evidence of registered not-for-profit entity status with a legal presence and registration.	
EC2	Track record in working with government institutions, Multilateral Development Banks, bilateral partners, and other INGOs, NGOs, and private institutions.	
EC3	Experience in work in Africa, with strong presence across Anglophone, Francophone and Lusophone countries.	
EC4	At least 5 knowledge products and 3 capacity building trainings, with focus especially on climate resilient infrastructure, infrastructure project finance, within capacity building programs (i.e., in-person, virtual or hybrid), ideally on cross-cutting issues such as climate change adaptation, climate resilient infrastructure, disaster risk management, and gender.	
TC	Technical Expertise <i>Relevance of experience and expertise to achieve expected results</i>	Max Score: 100
TC1	Relevance of technical expertise of the organization and proposed team: <ul style="list-style-type: none"> • Previous experience developing and delivering training modules, toolkits, or courses focused on climate resilience, infrastructure development and PPPs. • Proven track record in designing and implementing integrated training curriculums, particularly in regional contexts. • Strong organizational capacity to manage the delivery of complex training programs, especially in diverse cultural and linguistic environments (Anglophone, Francophone, Lusophone regions). • Subject matter expertise in multiple aspects of PPPs for climate-resilient infrastructure, including policy frameworks, financing mechanisms, and risk mitigation strategies. • Local presence and networks with local PPP infrastructure public and private partners, ensuring strong stakeholder engagement and support for training implementation. • Portfolio of relevant publications and case studies demonstrating thought leadership and practical insights in areas such as climate resilience, infrastructure planning, and capacity building in emerging economies. 	35
TC2	<i>Relevance and level of experience in proposed approach and methodology</i>	25



	<ul style="list-style-type: none"> Demonstrated expertise in creating and delivering scalable training programs with a focus on strategic participant engagement, use of localized content to ensure contextual relevance in different regions, and driving broader impact. Examples from past projects to illustrate capabilities and success in using approach and methodology, preferably in Africa 	
TC3	<i>Relevance of the workplan</i> <ul style="list-style-type: none"> The suitability of the proposed work plan and delivery schedule in line with the expected period for execution of this assignment. The proposal should include a clear description of the workdays allocated to the activities required for each component of work, the total workdays allocated for the assignment, clear milestones, and adequate effort per task. 	25
TC4	<i>Clarity of the proposal</i> <ul style="list-style-type: none"> Quality of presentation of the proposal to produce the most concise, clear, content driven, and accurate description of the methodology and deliverables required to fulfil each component of work. 	10
TC5	<i>Alignment with GCA values and commitments</i>	5
	<i>Scoring for Criteria is based on maximum points.</i> <i>Grading for each criterion under technical expertise will be conducted using the following scale:</i> <i>0 = not included, 20% = scarcely included, 40% insufficient, 60% meets minimum requirements, 80% good, 100% excellent to above expectations</i>	

4.1. Exclusionary Criteria

GCA will not engage with any entity whose public image is severely compromised by past activity or advocacy in one of the categories below, or in other areas which may be deemed, at any given time, to reflect negatively on GCA.

Name	Description	Score
EXC	Exclusionary Criteria	Pass/Fail
EXC1	Systematic failure to demonstrate support of the core values of GCA and its commitment to climate action and adaptation.	
EXC2	The organization is not involved in illicit behavior, including organized crime, trafficking, corruption, terrorism or violations of internationally agreed sanctions.	



4.2. Evaluation

After assessing whether organizations meet the minimum eligibility criteria, the organization with the highest score in the technical evaluation **will be considered** for the sub-grant. The scoring allows GCA to identify the most suitable partner.

A preliminary capacity assessment will be conducted based on the information provided in **Annex 2**. This assessment aims to identify organizational and programmatic risks and **will not impact** the evaluation scoring or partner selection.

The insights gained from this assessment **will inform the comprehensive due diligence assessment that the selected partner will undergo**.



Annexes

Annex 1: Sub-Grant Project Document

To be downloaded from website

Annex 2: Partner Information Document

To be downloaded from website

Annex 2a: Budget & Financial Report Template

To be downloaded from website

Annex 3: Masterclass delivery model

The Masterclass is a key component of the [Knowledge Module on PPPs for Climate Resilient Infrastructure](#), developed by GCA together with the World Bank Group, African Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Asian Infrastructure Investment Bank, Asian Development Bank, Islamic Development Bank, Inter-American Development Bank, and other technical partners. Designed to build the capacity of PPP practitioners to mainstream adaptation and resilience into infrastructure PPP projects, the Knowledge Module also includes the Climate Resilient Infrastructure Handbook and the Certified Climate-Resilient Infrastructure Officer (CRIO) program.

The Masterclass is an in-person, performance-level course. It follows the online, self-paced course and endeavors to equip participants with the knowledge, skills and abilities needed to assume full- or part-time responsibilities in planning and financing climate-resilient infrastructure PPPs, as well as tools and techniques to perform effectively.

Diverse participants bring a wealth of knowledge and perspectives to the learning process. Similarly, the value of the Knowledge Module lies in the comprehensive, end-to-end approach to PPPs, spanning the entire lifecycle of an infrastructure PPP project. Therefore, the Masterclass audience should ideally include a mix of participants from different professions and organizations. Although engineers and planners will likely be the primary audience for the Masterclass, finance, risk, legal, and policy professionals should also be included.

Masterclasses are delivered locally, as a partnership between GCA and the Delivery Partner. While GCA owns and manages the Knowledge Module, the Delivery Partner plays a critical role in the delivery. The Delivery Partner bridges the gap between GCA and regional climate-resilient infrastructure PPP communities of practice.

Table 3. Masterclass program structure (indicative)

Module	Module title	Description
Module 1	Refresher on Climate Resilient Infrastructure	Motivation behind climate resilient infrastructure from an infrastructure practitioner angle (focused on financial value)
Module 2	Climate risk assessment	<p>Walks the audience through the hazard, exposure and vulnerability analysis, to explain how to quantify the risks to infrastructure assets and services.</p> <p>The content will be primarily case-study driven, emphasizing real-world scenarios that enable participants to critically analyse and apply theoretical concepts.</p>



Module 3	Identification and prioritization of climate adaptation and resilience options	Approach for climate risk management in the investment. Prioritization covers how to ensure value for money when choosing the adaptation and resilience options. Practical examples will be integrated throughout to enhance the understanding of key principles, ensuring that abstract ideas are grounded in tangible, real-life applications.
Module 4	Mobilizing climate finance	Module will focus on how to mobilize climate finance for identified adaptation and resilience options, with practical examples. A range of relevant tools and methodologies will be introduced, equipping participants with the necessary skills to effectively address complex challenges in their respective fields.
Module 5	Toolkit for incorporating climate resilience into PPP infrastructure project	This is usually heavily tailored to PPP because incorporating resilience in public sector projects has less complexities. For PPPs, even after securing climate finance, resilience needs to be embedded into tender and award phase, PPP agreement, contract management etc.

Annex 4: Masterclass logistics and coordination requirements

a. Logistics and Coordination

- Coordinate the selection of key trainers and guest speakers (manage their travel, accommodation, per diems, and other logistics), in consultation with GCA and relevant partners, and support the selection of participants for the Masterclass.
- Invite and engage with participants to provide updates and clarifications on the content, structure and other relevant questions on the Masterclass.
- Select, contract and prepare venue for in-person sessions of the Masterclass(es), including banners, name plates, tables/chairs, coffee-breaks, and other items required.
- Selection and organization of logistics for site visits (if applicable) for the development of the case studies or delivery of the Masterclass(es), and other items required.
- Provide an adequate online platform (e.g., Zoom), connection details and calendar invites, as well as other items required, for the virtual Masterclass sessions, when applicable.
- In the event that the Masterclass is conducted in a language other than English, appropriate personnel, such as translators or interpreters, or translation tools, should be put in place to ensure effective communication and comprehension.
- Where applicable, ensure the provision and administration of per diems for trainers, speakers, and participants, covering daily expenses such as meals, transportation, and incidental costs, in line with local standard policies and guidelines.

b. Materials and Reporting

- Prepare briefing materials for speakers and participants of the Masterclass, including key information on the Masterclass structure, program, biographies, logistic details, among other relevant information.
- Design the reports, presentations, participant materials and any other Deliverables for Component 2, in accordance with GCA Brand Guidelines.



Annex 5: Designated countries

French-Speaking Countries:

- Djibouti
- Seychelles
- Comoros
- Ivory Coast (Côte d'Ivoire)
- Niger
- Chad
- Mauritania
- Democratic Republic of the Congo
- Morocco
- Mali
- Burkina Faso

English-Speaking Countries:

- The Gambia
- Ghana
- Nigeria
- Malawi
- Zambia
- Eswatini
- Rwanda

Portuguese-Speaking Countries:

- São Tomé and Príncipe
- Mozambique

Annex 6: Indicative timeline

