



ADVANCING DEVELOPMENT THROUGH FRAMEWORK CONTRACTS

OUR CAPABILITY STATEMENT

GFA GROUP
Your purpose
Our expertise 

GFA 
CONSULTING GROUP

GET IN TOUCH WITH US

Our dedicated Framework Contracts Unit ensures that we respond swiftly to evolving development needs, providing strategic expertise across multiple sectors and regions – for all clients.

We look forward to working with you. Our expertise is your success.



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**Framework
Contracts Unit**
on GFA website



DRIVING EXCELLENCE IN FRAMEWORK CONTRACTS

GFA has a proven and extensive track record in the implementation of Framework Contracts (FWC) ever since 2005 when the company implemented its first FWC in beneficiary countries of the European Union (EU).

Recognising the growing importance and strategic scope of these mechanisms, GFA established a dedicated Framework Contract Unit in 2018. This initiative followed the company's success as a leader and partner in four lots of the framework contracts for the implementation of the European External Action Service (SIEA) 2018. Ever since, GFA has successfully managed dozens of contracts, solidifying its role as a key actor in this field.

FWCs simplify complex procurement processes by selecting a limited number of consortia capable of providing services across a variety of sectors.

They offer an agile solution to meet the growing demand for accelerated mechanisms in the field of development cooperation.

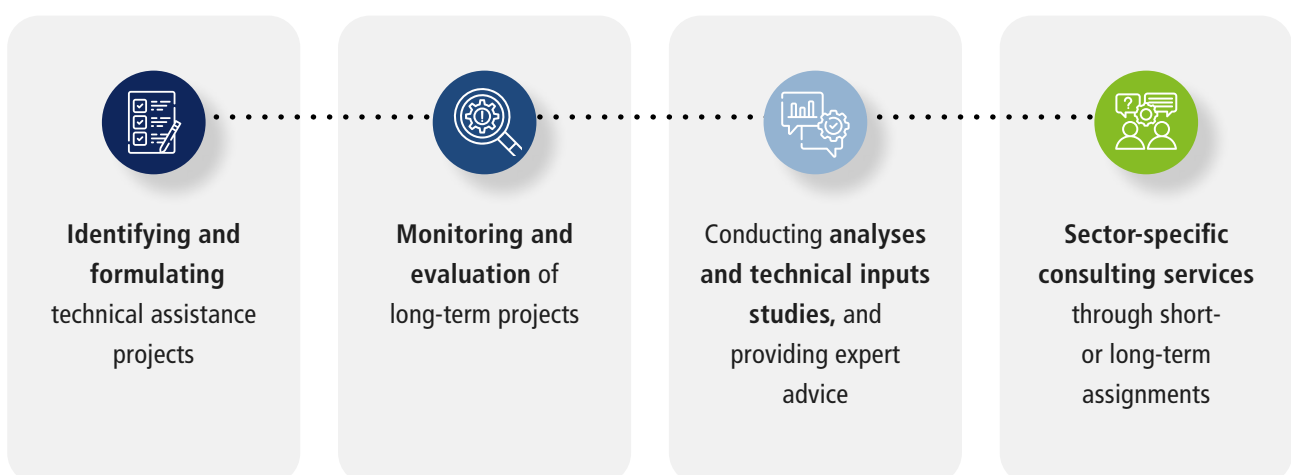
FWC projects vary significantly in scope and duration. They may include short-term sectoral analyses requiring a single mission in a specific country as well as long-term technical assistance projects involving teams of professionals working full-time in beneficiary countries.

Some missions – for example monitoring, evaluations or studies – may be implemented in a single country or span multiple regions, providing maximum flexibility and efficiency in the simultaneous execution of services.

The FWC model offers several distinct advantages, including the efficient mobilisation of qualified professionals, the swift delivery of reliable and high-quality deliverables and the development of specialised consulting services through long-term engagements.

GFA currently manages several strategic framework contracts that showcase the company's ability to respond with agility and expertise to the diverse needs of its partners and collaborators.

SERVICES PROVIDED UNDER FWCS INCLUDE:



MULTILATERAL
.....**FRAMEWORK
CONTRACTS**



SERVICES FOR EU'S EXTERNAL ACTION (SEA, 2024-2027)

The Services for EU's External Action 2023 (SEA 2023) framework contract is a key instrument for supporting the European Commission's external action. The framework enables partners and experts to provide advisory, technical, and operational support services to the European Commission at its headquarters, in EU Delegations, or in partner country institutions such as ministries. Individual contracts under SEA 2023 can have a maximum duration of 48 months and are designed to enhance the effectiveness of the EU's external action. Divided into 17 thematic lots, SEA 2023 covers a wide range of areas, offering specialised and adaptable solutions to strengthen the EU's capacity to respond swiftly and effectively to the evolving needs of its global partners.

Lots 1 to 14: Service providers deliver technical strategic and operational support throughout the project cycle, including studies, detailed analyses, and advisory reports.

Lot 15: Intervention teams contribute to the monitoring,

assessments and evaluation of EU-funded projects' performance across all regions and sectors, ensuring transparency and efficient implementation.

Lots 16 and 17: Evaluation teams play a key role by conducting external evidence-based evaluations to measure the impact and effectiveness of the EU's external actions at both regional and global levels.

As part of SEA 2023, GFA Consulting Group plays a key role by actively contributing to seven specific lots. This demonstrates our commitment to delivering high-quality services and supporting the EC's strategic priorities while promoting inclusive and sustainable practices.

Lot 3	Food system, sustainable agriculture and nutrition focuses on inclusive initiatives related to climate change mitigation and adaptation, promotion of sustainable energy solutions, and ensuring nuclear safety standards.
Lot 4	Sustainable transport, infrastructures, green cities, connectivity and sustainable mobility aims at developing sustainable transport systems, infrastructure projects, and promote green urban development and connectivity.
Lot 6	Macro-economic analysis, fiscal policies, budget support involves macro-economic assessments, formulation of fiscal policies, and provision of budget support mechanisms.
Lot 7	Micro-economic analysis, investment climate, private sector, trade and employment focuses on micro-economic evaluations, improves investment climates, private sector development, and trade facilitation, and promotes equitable employment opportunities.
Lot 8	Sustainable financing for development deals with mobilising and managing financial resources for sustainable development projects.
Lot 15	Monitoring involves the monitoring and evaluation of projects and programmes to ensure effective inclusive implementation and equitable outcomes.
Lot 16	Evaluation at intervention level conducts evaluations at the intervention level to assess the impact and effectiveness of specific projects or programmes.

These services can be rendered in any geographic area worldwide, encompassing all partner countries and communities and regions where the EU engages in external cooperation. Since the launch of SEA 2023, GFA has successfully tendered for projects in diverse regions, including Latin America and the Caribbean, Africa, the Middle East and Asia. The partnership between SEA and GFA is highly beneficial as it combines SEA's structured framework for EU

external actions with GFA's expertise across critical thematic areas. This collaboration ensures efficient project design, implementation, and evaluation, enabling the EU to address partner countries' diverse and inclusive needs effectively. In combination, SEA and GFA enhance the impact of EU external actions and promote sustainable development, economic growth, and global cooperation.

INTER-INSTITUTIONAL MULTIPLE FRAMEWORK SERVICE CONTRACT (EPRS, 2024-2028)

In line with the Financial Regulation of 18 July 2018, the European Parliament launched a tender for an inter-institutional multiple framework service contract covering nine thematic lots. This contract sought external expertise in impact assessments, policy evaluations, European added value, the cost of non-Europe, civil society research, and stress-testing EU policies.

As the lead partner in a consortium, GFA is implementing a 48-month framework contract on behalf of the European Parliamentary Research Service (EPRS). This initiative provides specialised advisory services to support the European Parliament's evidence-based policymaking. GFA contributes to two thematic lots, focusing on Lot 8 and Lot 9:

Lot 8

Development and international trade

This lot focuses on development and international trade, addressing key areas such as the promotion, implementation, and monitoring of EU development and cooperation policy, as well as the European Development Fund.

It also encompasses international trade and economics, particularly the EU's financial, economic, and trade relations with third countries. Additionally, the lot covers the EU's engagement within various international and regional organisations, fostering inclusive cooperation and equitable dialogue on global economic and trade matters. Through these efforts, the lot supports the advancement of EU objectives in development and trade, contributing to sustainable growth and global partnerships.

Lot 9

Foreign affairs, human rights, security and defence

This framework covers foreign affairs, human rights, security, and defence, with a particular focus on the operation of the EU's Common Foreign and Security Policy. It includes political relations with third countries, the accession of states to the Union, and the promotion of human rights in non-EU nations.

The lot also addresses human rights issues such as the equitable treatment and inclusion of marginalised communities and the advancement of democratic values in third countries. Additionally, it covers security and defence policy, especially the implementation of the EU's Common Security and Defence Policy that contributes to the Union's role in inclusive peace-building efforts and global stability.



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MULTIPLE FRAMEWORK CONTRACT TO PROVIDE FOREIGN POLICY (EP EXPO, 2024-2028)

GFA is a key partner in a consortium executing the 60-month Framework Contract for foreign policy services on behalf of the Directorate-General for External Policies of the European Parliament (DG-EXPO). DG-EXPO assists the European Parliament's Committees and delegations by delivering expert, inclusive, equitable advice and in-depth analysis. GFA contributes to three specific lots within this contract, focusing on the following fields:

Lot 2: EU enlargement, eastern neighbourhood, northern policies, non-EU European countries, EEA and Russia

Lot 4: Sustainable development and humanitarian aid

Lot 7: Human rights and democracy

The framework service contract addresses a range of current and emerging issues relevant to the responsibilities of the European Parliament's Committee on Foreign Affairs (AFET), along with its Sub-committees on Security and Defence (SEDE) and Human Rights (DROI), as well as the Committees on Development (DEVE) and International Trade (INTA).

The specific topics covered in the lots GFA is involved with include, but are not limited to, the areas outlined below.

“

„I am ever grateful for GFA's technical backstopping in times of need, the advice I received from GFA experienced experts and the patience they demonstrated when the going got tough.”

Arno Haegens

Strategic Communication Expert and Team Leader on the People-to-People Programme to Strengthen the Africa-EU Partnership project



Lot 2

EU enlargement, Eastern neighbourhood, Northern policies, non-EU European countries, EEA and Russia

The framework service contract encompasses initiatives aimed at fostering confidence-building, inclusive regional dialogue, and concrete outcomes for the states and citizens in the Black Sea region. It also includes a focus on regional cooperation within the Baltic and Barents areas that promotes sustainable policies for the Arctic and Antarctic with a strong emphasis on climate and security concerns.

The contract addresses developments in and relations between the EU and countries, including Belarus, Ukraine, Moldova, Georgia, Armenia, Azerbaijan, Norway, Iceland, Switzerland, Liechtenstein, and Russia.

Key services provided in these regions involve implementing EU financial instruments, promoting human rights and democracy, and addressing critical issues such as energy, environment, and climate concerns, along with socio-economic and gender considerations, trade and economic matters, and security and defence policies.

Lot 4

Sustainable development and humanitarian aid

This lot covers a comprehensive range of areas, including governance, economic development, environment and climate change, social and human development, and the role of women in development. It also addresses issues of displacement, migration, and development, alongside international development cooperation, trade, and European development cooperation policies, instruments, and key actors. Moreover, it encompasses humanitarian aid and disaster relief efforts, including food aid.

Lot 7

Human rights and democracy

This framework is dedicated to strengthening international human rights, promoting democracy, and ensuring a unified, impactful role for the EU in these areas worldwide. Key human rights themes addressed under this lot encompass international human rights standards, social and cultural rights, the impact of new technologies, the use of sanctions, corporate social responsibility, combating corruption and human trafficking, and supporting democratic governance.

The partnership between EP-EXPO and GFA strengthens the European Parliament's ability to address global challenges through expert analysis and advisory services. GFA's contributions across critical areas such as regional stability, sustainable development, and human rights enhance the EU's role as a global actor. This collaboration ensures evidence-based policies and inclusive, sustainable initiatives, aligned to the EU's foreign policy and development objectives.

FWC

IMPLEMENTED BY

DEVELOPMENT..... BANKS



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CONSULTING SERVICES IN FRAGILE CONTEXTS (KfW, 2021-2027)

GFA leads a joint venture implementing a Framework Agreement (FWA) to support project preparatory studies and assessments in fragile and conflict-affected states (FCAS), launched by KfW Development Bank in 2021. Designed for flexibility beyond traditional project cycles, the FWA facilitates adaptable project preparation and early implementation. It ensures standardised, high-quality information collection, leading to more efficient and sustainable decision making and project implementation.

The identification and preparation phases of a project or programme are essential to laying a solid foundation

for efficient and sustainable outcomes. This foundation comprises comprehensive analyses of social, economic, legal, cultural, educational, and political factors, along with the involvement of stakeholders and partners to maximise collective ownership and sharing. With its new instrument, the FWA, KfW Development Bank aims to provide the critical background information required for the efficient and sustainable implementation of the financed projects or programmes. Ultimately, this approach supports the overarching goals of Agenda 2030, fostering impactful, long-term development.

OVERVIEW OF SERVICES

The geographical scope recognised by the German Federal Ministry for Economic Cooperation and Development (BMZ) encompasses fragile states with high potential for escalation, divided into three regions, namely the Middle East, Afghanistan and Pakistan, and Francophone and Anglophone Africa. The services provided cover the five modules listed below.

Pre-feasibility Studies (Pre-FS)

The pre-feasibility study marks the initial phase of the project cycle, translating project strategies into actionable concepts. It involves a detailed analysis of political, economic, social, technological, and legal factors, adhering to KfW guidelines and standardised templates. These templates ensure a structured approach, covering key elements like situational analysis, stakeholder mapping, and risk assessment.

Environmental and Social Due Diligence analysis (ESDD)

The ESDD analysis, integral to sustainable goals, complements the pre-feasibility study by using standardised tools and collaborating with the Project Executing Agency (PEA), stakeholders, and community representatives.

It aims at identifying synergies with other modules, ensuring a comprehensive review of environmental, social, health, and safety aspects of proposed projects.

Institutional analysis of designated Project Executing Agencies (PEA)

The PEA assumes a vital role in managing all aspects of the project or programme. Accordingly, this module focuses on

the PEA's capacities and support needs, reviewing its legal and institutional framework, and evaluating its capacity and ability to implement the project or programme effectively. The analysis also identifies capacity development requirements using a standardised data collection template.

Analysis of Target Groups and Project-Affected People (ATG-PAP)

The ATG-PAP analysis aims to identify and describe potential beneficiaries, analyse development constraints and opportunities, and develop strategies to maximise positive impacts while minimising any adverse effects. The analysis builds on insights gained from the other modules, and places a strong emphasis on fostering participation and a sense of ownership within the respected target group.

Peace and Conflict Assessment (PCA)

The Peace and Conflict Assessment ensures projects and programmes adhere to the "do-not-harm" principle. It involves region- or theme-specific research, is closely linked to the ATG-PAP, analysing conflict drivers and their impact on project goals while serving as a monitoring tool for alignment with the project or programme's objectives.

The partnership between KfW and GFA is highly beneficial, as it combines KfW's commitment to supporting fragile and conflict-affected states with GFA's expertise in project preparation and analysis. Furthermore, it ensures high-quality, standardised studies that lay a strong foundation for efficient and sustainable project implementation.



CONSULTANCY SERVICES TO SUPPORT LOAN AND GRANT FINANCED PROJECTS (CEB, 2023-2027)

GFA is a partner in a consortium implementing a Framework Contract for the provision of consultancy services to support loan- and grant-financed projects of the Council of Europe Development Bank (CEB). The services ensure that projects are effectively designed, executed, and monitored.

This aligns to the bank's objectives and the specific needs of member states and underscore the pivotal role of consultancy services in advancing social cohesion projects across Europe. Framework contractors offer technical assistance, conduct feasibility studies, perform impact assessments, and support capacity-building efforts within partner institutions.



FRAMEWORK CONTRACTORS OFFER THE FOLLOWING SCOPE OF SERVICES:

- **Preparatory services** include the preparation of technical documentation, conducting pre-feasibility or feasibility studies, environmental impact assessments and related studies. In addition, it involves general assistance with project preparation, management and procurement.
- **Monitoring services** comprise performing technical reviews and analysis, monitoring adherence to technical specifications, or reviewing of project implementation strategies.



THE CONSULTANCY SERVICES ENCOMPASS THE FOLLOWING FOCUS AREAS:

- **Housing for low-income persons:** Developing affordable social and affordable housing solutions to support vulnerable populations.
- **Urban and regional development, resilient cities:** Promoting resilient cities and sustainable regional growth.
- **Health:** Enhancing health infrastructure, public health initiatives, and social care services.
- **Education and Vocational Training:** Improving educational facilities and supporting vocational training programmes.
- **Support for MSMEs (Micro, Small, and Medium-Sized Enterprises):** Assisting in job creation and preservation of viable jobs.
- **Microfinance:** Facilitating access to financial services for underserved communities.



MOREOVER, CROSS-CUTTING FIELDS COVER:

- **Social inclusion:** Supporting vulnerable groups, including refugees, migrants, and displaced persons.
- **Migration:** Supporting refugees, migrants, displaced persons and other vulnerable groups.
- **Gender equality:** Promoting women's empowerment and equal opportunities.
- **Climate change:** Focusing on climate resilience, adaptation, mitigation, and Paris Agreement alignment.
- **Environmental and social safeguards:** Ensuring due diligence in environmental and social standards during project implementation.
- **Conflict:** Addressing conflict prevention and resolution, including the development of effective post-conflict transition plans.
- **Procurement:** Encouraging socially responsible procurement practices, with an emphasis on green procurement.

Other areas of expertise incorporate water supply and sanitation, sustainable waste management, energy efficiency and sustainable energy, sustainable public transport, disaster risk management, protection and rehabilitation of historic and cultural heritage, infrastructure for administrative and judicial public services, and digitisation.

STEPS OF A GRANT SCHEME CALL FOR PROPOSALS

The Council of Europe Development Bank (CEB) partners with the InvestEU programme and its Advisory Hub to promote sustainable development and social cohesion in Europe. The InvestEU Advisory Hub supports the CEB in appraising and structuring potential projects while managing initiatives under the Social Investment and Skills Window, which provides financing and guarantees for social infrastructure, entrepreneurship, employment, training, and inclusion initiatives.

The CEB delivers Project Advisory Services (PAS) under its Joint General Product for Social Inclusion, offering technical assistance to improve project design and implementation. It also strengthens microfinance institutions (MFIs) by

enhancing governance and capacity to promote financial inclusion. Additionally, the CEB provides technical support to address displacement impacts in Ukraine, focusing on legal, economic, and social recovery. The CEB also conducts market assessments to identify investment opportunities for its Debt Financial Product, supporting social projects in its member countries.

The partnership between CEB and GFA ensures effective project delivery by addressing critical issues like affordable housing, health, education, and climate resilience. By combining expertise, the two organisations strengthen social inclusion, gender equality, and sustainability across CEB's member states.

FRAMEWORK AGREEMENT TO SUPPORT GLOBAL FINANCIAL SECTOR ADVISORY SERVICES (EIB, 2025-2029)

GFA is part of a consortium implementing a Framework Contract under the European Investment Bank's (EIB) Global Financial Sector Advisory Services initiative. This four-year agreement aims at providing technical assistance (TA) to financial institutions across various regions, helping them better support Micro, Small, and Medium-Sized Enterprises (MSMEs), mid-cap companies with a market capitalisation ranging from 2-10 billion dollars, and other eligible beneficiaries.

Through this Framework Agreement (FWA), the EIB is strengthening its commitment to financial inclusion, economic development, and sustainability outside the European Union. The contract focuses on three key areas:

- **Competitiveness and growth:** To improve business performance and integrate MSMEs into global value chains.
- **Sustainable finance:** To enhance green investment, climate resilience, and environmental sustainability.
- **Social inclusion:** To increase financial access for marginalised and underserved groups.

The FWA is structured into six geographical lots that cover various regions worldwide. Each lot is designed to support financial institutions in developing innovative financial products, enhancing operational capabilities, and aligning their services with EU policy priorities such as the Global Gateway initiative and the Sustainable Development Goals (SDGs).

GFA'S ROLE IN LOTS 3 AND 6

GFA is a contractor for Lot 3: West and Central Africa and Lot 6: EU Neighbourhood and Enlargement, bringing its extensive experience in financial sector development to support EIB's mission.

Lot 3

West and Central Africa

This lot focuses on strengthening financial institutions in West and Central African countries. The objective is to enhance access to finance for MSMEs and mid-caps by improving financial infrastructure, risk management, and product innovation. Special attention is given to digitisation, trade finance, and green finance solutions that contribute to economic resilience and regional development.

Lot 6

EU neighbourhood and enlargement

Covering the EU's neighboring countries and enlargement regions, this lot is designed to facilitate economic convergence, financial inclusion, and institutional strengthening. The TA provided under this lot seeks to support financial institutions in delivering responsible and sustainable financial services, particularly in areas affected by socio-economic challenges. The approach includes fostering green investments, strengthening regulatory frameworks, and improving financial literacy among underserved populations.

GFA provides high-quality advisory services, capacity-building initiatives, and innovative financial solutions to these lots to ensure the sustainability and impact of EIB-funded financial interventions. The collaboration between EIB and GFA combines EIB's global reach and financial expertise with the in-depth knowledge in financial sector development of GFA.

Together, they support financial institutions in delivering innovative and sustainable solutions, and strengthen access to finance in key regions. This partnership contributes to long-term economic growth, social inclusion, and environmental sustainability.

The motorcycles spare parts market in Nnewi, Nigeria, offers electricity from solar modules





BILATERAL

.....**FRAMEWORK
CONTRACTS**

Title: XXXX

GLOBAL EVALUATION AND MONITORING (FCDO, 2023-2026)

GFA is a partner in a consortium implementing the Global Evaluation and Monitoring Framework Agreement (GEMFA), the primary mechanism used by the U.K. Foreign, Commonwealth and Development Office (FCDO) to carry out its monitoring and evaluation assignments, in an effort to promote sustainable development and end poverty.

GFA is contracted to provide service provision under two specific lots, both focused on improving the impact and value for money of the FCDO's development spending while supporting the effective delivery of its strategic objectives.

Lot 2

Independent and third-party monitoring

This lot provides oversight by verifying the accuracy and quality of implementing partners' systems, observing implementation, gathering beneficiary feedback, and validating results, particularly in payment-by-results programmes. It supports learning by identifying areas for improvement and informing new programme designs.

Different types of monitoring include results monitoring (progress against targets and unintended consequences), input and activity monitoring (implementation processes), situational monitoring (contextual risks and assumptions), and compliance monitoring (financial and legal adherence). Increasingly, real-time data is used to enable timely decision-making, particularly through Third-Party Monitoring (TPM), which is crucial in insecure contexts where FCDO staff face access restrictions.

Lot 4

Monitoring, Evaluation and Learning (MEL)

This lot focuses on assessing and improving the impact, value for money, and accountability of development programmes while supporting learning and decision-making. Monitoring tracks progress through data on inputs, processes, and outcomes. Evaluation objectively analyses programme design, implementation, and results using OECD DAC criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

MEL includes process evaluations (implementation analysis), impact evaluations (measuring attributable changes), and value-for-money evaluations (cost-benefit analysis). Methods range from qualitative and quantitative research to experimental and theory-based approaches, using diverse data sources such as administrative records, primary data, and big data. It also incorporates learning tools like synthesis methods, portfolio evaluations, and data verifications to support adaptive and informed programming.

Monitoring and Evaluation enable the FCDO to learn about what works to tackle poverty and promote growth at country and international level.

The framework agreement covers the seven core themes and priorities for the UK's Overseas Development Assistance:

Climate change and biodiversity: Promoting greener and cleaner paths to growth in developing countries.

01

COVID and global health security: Combating COVID-19 and supporting healthier and more resilient populations in developing countries.

02

Advancing global commitment: Enrolling 40 million girls in school and enabling 20 million more to achieve reading proficiency by the age of 10.

03

Science, research, technology: Delivering cutting-edge technology and research-led solutions in health, education, resilience, low carbon technologies, agriculture and economic development, conflict, and poverty.

04

Open societies and conflict resolution: Strengthening democratic institutions, human rights, free media, and effective governance.

05

Humanitarian preparedness and response: Leading stronger collective international response to crises and famine.

06

Trade and economic development: Developing future trading and investment partnerships.

07

GEOGRAPHICAL SCOPE OF SERVICES

Global coverage: Including the UK and a wide range of different geographic locations and contexts.



Focus on ODA-eligible countries: Primarily serving countries eligible for ODA, including fragile and conflict-affected states (FCAS).



Regional priorities: Continued emphasis on the Indo-Pacific region and Sub-Saharan Africa, as highlighted by the Foreign Secretary.



FRAMEWORK AGREEMENT FOR AGRICULTURE AND MARKET DEVELOPMENT (SIDA, 2024-2026)

GFA is a consortium partner in a 24-month Framework Agreement for Agriculture and Market Development with the Swedish International Development Cooperation Agency (SIDA). SIDA collaborates with civil society, government agencies, the private

sector, and universities in Sweden and internationally, partnering with major global actors such as the UN, EU, and World Bank. In this partnership, GFA enhances SIDA's initiatives by providing specialised expertise across the following thematic areas:

MARKET DEVELOPMENT

SIDAs support for market development is focused on empowering women and men living in poverty to actively participate in, contribute to, and benefit from economic growth. The ultimate beneficiaries of SIDA's market development programmes are the world's poorest and most marginalised populations, ensuring that economic development reaches those who need it most. The thematic areas encompass the following key development priorities:

- ✓ **Private sector development:** Enhancing value chains, supporting SMEs and smallholders, improving business environments, advancing digital entrepreneurship, expanding financial inclusion, and strengthening business organisations.
- ✓ **Trade policy and development:** Improving trade policies, implementing agreements, financing trade infrastructure (roads, energy, ICT), enabling private sector participation, promoting sustainable and digital trade practices, and fostering responsible value chains and e-commerce.
- ✓ **Productive employment and decent work:** Creating jobs, including digital and green opportunities, enhancing skills, employability, labour markets, working conditions, incomes, labour rights, and social dialogue.
- ✓ **Digitisation for development:** Building inclusive digital ecosystems, enhancing connectivity, developing digital public infrastructure, and promoting innovation, ICT regulation, and accountable digital tools.

AGRICULTURE

The agriculture portfolio covers over 100 contributions with diverse support to multiple goals in 26 strategies. Key funding areas include global economic development strategies, bilateral efforts in Kenya, and regional strategies in Africa and Asia-Pacific, with most funds going to NGOs and multilateral organisations. The thematic priorities are as follows:

- ✓ **Agriculture sector development and food systems:** Promotes integrating small-scale producers into value chains through sustainable production, risk diversification, addressing yield gaps and food loss, and fostering innovation and green job creation.
- ✓ **Food security:** Addresses hunger and malnutrition, emphasising fair trade, market access for small producers, and governance reforms to prevent market distortions and conflicts.
- ✓ **Rural development:** Addresses rural poverty and socioeconomic gaps through support for services, trade, infrastructure, digitisation, and access to resources. Plans should be inclusive, transparent, and align with biodiversity and climate goal.

SIDA's preferred approach for Market Development and relevant for all the areas listed above is the Market Systems Development Approach (MSD). MSD is an approach to achieve scalable and sustainable impacts for disadvantaged populations. It emphasises an adaptive, evidence-based methodology to improve transactions between individuals, organisations, and institutions within market systems.

For effective support in market development and agriculture, GFA and SIDA as partners identify constraints and opportunities within local, regional, and international market systems.

This requires a nuanced understanding of the local business environment and the political economy, which together influence the feasibility of market changes. A strong local presence in partner countries, a long-term perspective, and close collaboration with other stakeholders are essential to deepening this understanding. Supporting market development and agriculture also demands an adaptive approach, with a focus on creating incentives that drive behavioural change within market systems. Innovative solutions, alongside new forms of financing, are crucial in fostering sustainable impact and resilience in these markets.

MACROECONOMIC SUPPORT SECTION PROJECT STRATEGIC PARTNERSHIPS (SECO, 2025-2029)

GFA is a key partner in the fourth phase of the Macroeconomic Support Section Project Strategic Partnerships (PSP), launched by the Swiss State Secretariat for Economic Affairs (SECO) for the 2025–2029 period. This initiative is a central component of SECO's development cooperation efforts, focusing on enhancing macroeconomic stability and promoting sustainable development in partner countries. The PSP framework seeks to strengthen public financial management systems, improve financial sector stability, and create the conditions necessary for inclusive and long-term economic growth. It also integrates gender equality, climate adaptation, and digital innovation as

integral priorities, aligning its objectives with the Sustainable Development Goals (SDGs). By engaging expert organisations and leveraging their specialised knowledge, SECO ensures its programmes remain adaptable, impactful, and relevant to the challenges faced by its partner countries.

The PSP framework is structured around eight thematic and methodological lots, each designed to address specific areas of expertise. Among the eight thematic and methodological lots tendered in this program, Lot 8 Results-Based Financing (RBF), has been awarded to GFA.

Lot 8

Results-Based Financing (RBF)

Under Lot 8, GFA contributes to the design and implementation of budget support operations at both the central and subnational levels. This includes integrating RBF methodologies into development projects to ensure that funding is tied to the achievement of clearly defined objectives. GFA also assists SECO in developing and refining performance indicators, which are essential for monitoring and evaluating project outcomes effectively. These indicators provide a framework for assessing progress and ensuring that financial resources are allocated efficiently to achieve targeted results. Another key aspect of Lot 8 involves the creation of fiduciary risk management tools. These tools are critical for identifying and mitigating financial risks within development projects, ensuring that funding is used responsibly and aligns with SECO's objectives. By safeguarding financial integrity, the partnership helps build trust and strengthens the foundations for sustainable economic development.

Lot 8 also emphasises collaboration with other thematic and methodological areas within the PSP framework. GFA works closely with experts from other lots – for example dealing with macro-fiscal management, financial sector stability, and public financial management – to ensure that RBF principles are integrated across the SECO portfolio.

This interconnected approach enhances the coherence and impact of SECO's development initiatives while addressing systemic challenges comprehensively.

Furthermore, cross-cutting themes such as gender equality, climate change, and digitisation are deeply embedded into RBF projects, ensuring that economic interventions contribute to broader societal and environmental goals. For example, climate-resilient budgeting and gender-responsive financial systems are critical issues in which RBF methodologies can drive meaningful change.

The framework contract provides flexibility and allows SECO and GFA to adapt their approaches based on evolving needs and priorities. This adaptability helps the partnership remain relevant over its five-year duration. GFA's extensive expertise in results-based methodologies in combination with SECO's commitment to sustainable development positions this partnership to achieve significant and lasting impact.

SUSTAINABLE ECONOMIC DEVELOPMENT (ENABEL, 2025-2028)

Enabel is the development agency of Belgium. The purpose of this contract is to engage experts to provide technical support to Enabel or its partners in the context of services related to sustainable economic development. Enabel offers solutions addressing pressing global challenges – climate change, social and economic inequalities, urbanisation, peace and security, and human mobility – and promotes global citizenship.

This contract is implemented by the „Education, Training and Decent Employment“ (ETE) department, which is dedicated to building more resilient education, training, employment, and social protection systems, as well as promoting decent work to encourage sustainable, inclusive, and equitable socio-economic development.

The department's specific ambitions include developing flexible, demand-driven skills – in collaboration with the public and private sectors – that are relevant to the job market and sustainable economic growth („skills for jobs“), leading to decent work and entrepreneurship.

The support services may include, but are not limited to:

- Technical support for the preparation and/or formulation of specific cooperation actions and interventions;
- Technical assistance during the implementation of programmes or interventions, including studies, diagnostics, advisory services, training, or any other support related to sustainable economic development in the areas of quality education, training, and employment;
- Technical support in the elaboration of concept notes or capitalisation documents on various topics related to quality education, training, and employment;
- Any other relevant support to help Enabel fulfil its mission of providing quality education, training, and employment for sustainable economic development.

Lot 1**Expert in opportunity-driven skills (VET) and employment**

This lot focuses on designing and implementing actions that promote vocational education and training (VET) in line with real employment opportunities and private sector demands. The activities under this lot aim to shift VET and employment initiatives towards market-driven approaches with investment potential. Interventions will support skills development based on opportunities, with a particular focus on private sector engagement, gender inclusion, and the promotion of decent employment. Experience in implementing such strategies in Sub-Saharan Africa is particularly relevant.

Lot 2**Expert in skills and jobs for the green and circular economy**

Under this lot, interventions will contribute to Africa's green and circular transition by creating training programmes and employment opportunities in strategic areas such as renewable energy, waste management, sustainable mobility, eco-design, green spatial planning, and advanced green technologies.

The aim is to support the development of skills and employment opportunities within the green and circular economies. The objective of a green and circular economy is to meet societal needs while minimising the consumption of resources (materials and energy) and reducing waste production.

Lot 3**Expert in skills and jobs for (critical) raw materials**

The focus of this lot is to address training and employment needs within the critical raw materials sector in Sub-Saharan Africa. This covers the entire value chain, from extraction and processing to trade and supporting industries. Comprehensive expertise is required across all five stages of the mining lifecycle and the associated job profiles. Activities under this lot aim to enhance understanding of technical, safety, and trade requirements, especially those linked to strategic trade corridors.

The overarching objective is to support skills development and job creation through private sector engagement, promoting safer, more efficient, and sustainable resource extraction, and ultimately strengthening local employment opportunities in SSA.

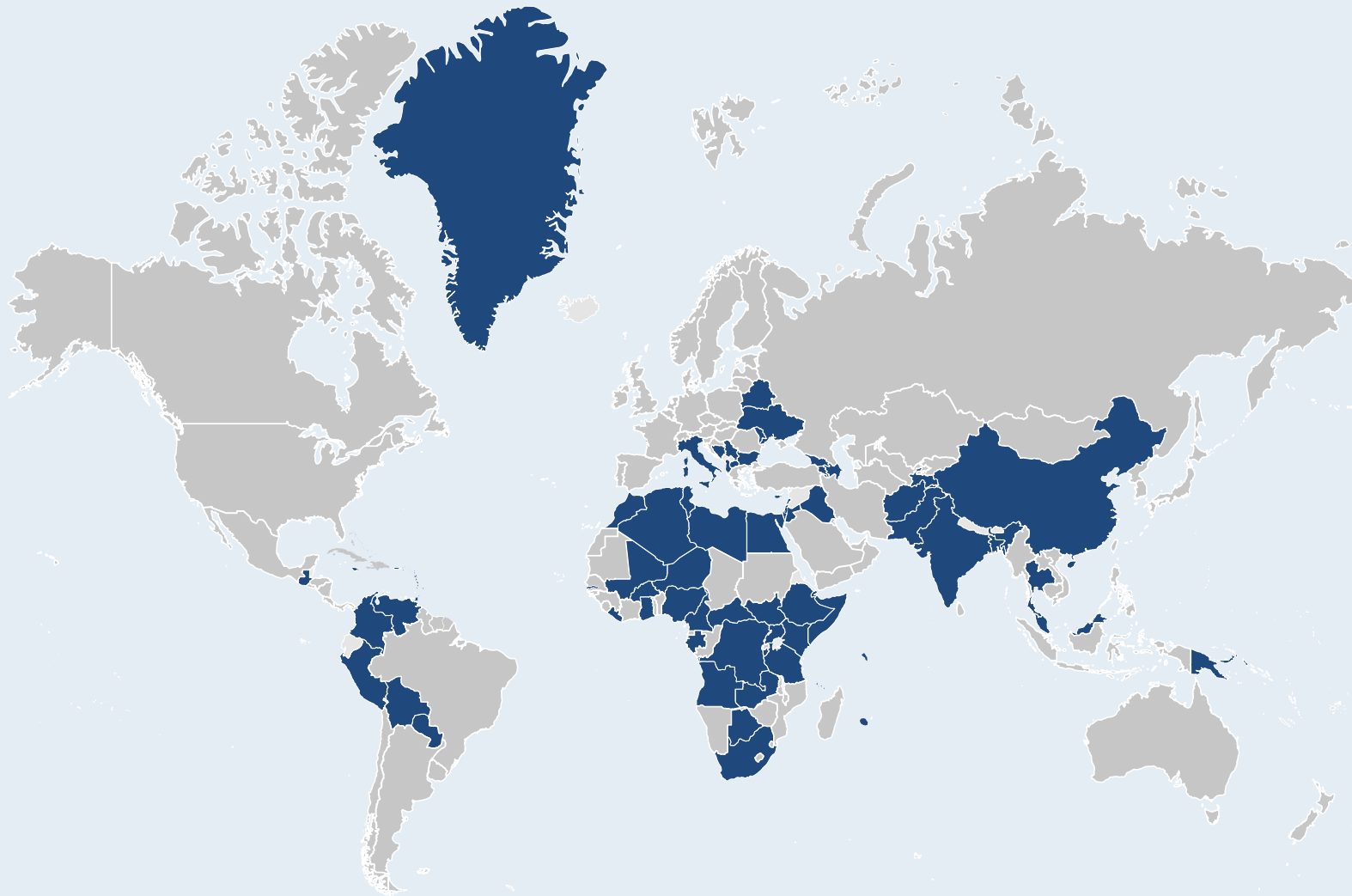
Lot 4**Expert in vocational excellence**

This lot focuses on supporting the development and enhancement of Centres of Vocational Excellence (CoVEs) in partner countries. Building on Enabel's established approach – developed in collaboration with local partners and the European Training Foundation (ETF) – the lot aims to deliver high-quality vocational training aligned with international standards. The approach includes a structured process of conducting a self-assessment of the vocational centres, formulating an action plan based on the assessment results, and implementing capacity-building activities to strengthen the institutions.

These efforts target three core areas: teaching and learning, partnership and coordination, and governance and funding. Lot 4 specifically seeks support for implementing this model in-country, with a strong emphasis on capacity-building measures tailored to the specific needs of each partner context.

THE FRAMEWORK CONTRACTS UNIT AT WORK

SELECTED PROJECTS FROM OUR CORE TECHNICAL AREAS IN MORE THAN 70 COUNTRIES



Currently, GFA is implementing nine FWCs across numerous lots in collaboration with the following donors: European Commission (EU), European Parliament, KfW Development Bank, Council of Europe Development Bank (CEB), European Investment Bank (EIB), U.K. Foreign, Commonwealth and

Development Office (FCDO), Swedish International Development Cooperation Agency (SIDA), European Parliamentary Research Service (EPRS), and Swiss State Secretariat for Economic Affairs (SECO).



.....PROJECT EXAMPLES



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PROJECTS IN EU MEMBER STATES

Symbols are maintained to present what SDGs are/were focused and addressed in respective projects.

Empower housing – addressing housing exclusion among displaced Ukrainians in Piedmont, Italy



Client: Council of Europe Development Bank
Period: 07/2024-11/2024
EUR: 75,300

Main Technical Field: Migration, inclusion & protection of minorities
Country: Italy

Empower Housing investigated housing exclusion for displaced persons, particularly Ukrainians, in Turin and Settimo Torinese, Italy. The study, supported by Associazione Microlab and the CEB under the PAFMI initiative, examined economic, cultural, and psychological factors influencing housing access, comparing these challenges with other EU regions. It aimed at identifying solutions, developing social housing initiatives, and

conceptualising three pilot projects to improve migrant housing inclusion. Research included data collection, housing market assessment, and exploring innovative social housing models. Key objectives were stakeholder engagement, results dissemination, and implementation of one pilot project including financial planning and community outreach.

Market assessment of hospice and palliative care in Bulgaria and feasibility study for a hospice centre in the Sliven region



Client: Council of Europe Development Bank
Period: 10/2024-04/2025
EUR: 89,670

Main Technical Field: Public health
Country: Bulgaria

The project strives to assess the palliative care market in Bulgaria and determine the feasibility of establishing a hospice centre in the Sliven Region. It will evaluate regulatory frameworks, demographic needs, service accessibility, and best practices while considering financial sustainability and social impact.

enhancing end-of-life care quality. It will address gaps in equity, service distribution, and funding while driving regional economic and social development. This initiative aligns with national healthcare strategies and regional development goals.

The National Hospice Centre (NHC) will serve as a hub for advanced palliative care, training, and community outreach,

PROJECTS IN EU PRE-ACCESSION COUNTRIES

Further strengthening of capacities for implementation of ecodesign and energy labelling regulation



Client: EU
Period: 12/2023-12/2024
EUR: 289,997

Main Technical Field: Energy efficiency and regulation
Country: Serbia

The project meant to strengthen Serbia's capacity for implementing energy efficiency regulations, particularly eco-design and energy labelling standards. By improving market surveillance, conformity assessment, and technical capacities, the project supported the Ministry of Mining and Energy in aligning with

EU regulations. Key activities included training stakeholders, conducting market analyses, enhancing testing capabilities, and raising awareness of energy efficiency benefits. These efforts contributed to advancing environmental protection, mitigating climate change, and fostering sustainable development in Serbia.

Promotion of social and communal Infrastructure



Client: KfW
Period: 11/2022-01/2023
EUR: 41,504

Main Technical Field: Infrastructure development & social and municipal infrastructure
Country: Moldova

The project involved the analysis of the project executing agency (PEA) for a financial cooperation initiative led by KfW in Moldova. Focused on enhancing social infrastructure, the initiative included the development of kindergartens, schools, water treatment facilities, and energy-efficient buildings. The PEA was to oversee sub-projects aimed at improving access

to essential services. The assignment included evaluating the PEA's institutional and operational capacity, developing risk assessments, and recommending capacity building measures to ensure effective project implementation aligned with international standards and sustainable development goals..

Evaluation of security portfolio and identification for future programming



Client: EU
Period: 07/2023-07/2024
EUR: 229,622

Main Technical Field: Security sector reform
Country: Lebanon

The evaluation assessed two EU-funded interventions in Lebanon focusing on security sector reform: ACT for Lebanon Security and Promoting Community Policing. The study evaluated the effectiveness of combating terrorism, cybersecurity, and fostering community policing. It identified successes, gaps, and offers forward-looking recommendations for enhancing internal

security, rule of law, and human rights compliance. By analysing interventions' impact on institutional capacity, coordination, and public trust, the study supported EU's strategic alignment for future programming, addressing Lebanon's complex socio-economic and security challenges.

PROJECTS IN THE MIDDLE EAST

Credit guarantees for employment and green economic growth



Client: KfW
Period: 08/2023-12/2023
EUR: 108,570

Main Technical Field: Finance & green capital markets
Country: Occupied Palestinian Territory

The project encompassed the development of a new credit guarantee scheme in the Palestinian Territories to promote green economic growth and sustainable employment. Managed by the European Palestinian Credit Guarantee Foundation (EPCGF), it focused on supporting micro, small, and medium enterprises (MSMEs), including start-ups and women-owned

businesses, through financial inclusion and capacity building. With a financial volume of 10 million euros, the scheme improved MSMEs' access to green financing and facilitated environmentally friendly business transformations, fostering job creation and economic resilience in a fragile context.

PROJECTS IN AFRICA

Education for Employability (E4E) budget support sector reform programme mid-term review



Client: European Union
Period: 12/2023-05/2024
EUR: 118,600

Main Technical Field: Education and employability sector reform
Country: South Africa

The mid-term review evaluated efforts to improve education quality and employability in South Africa by implementing key sector reforms aimed at addressing skills gaps and promoting inclusive growth. It assessed the relevance, efficiency, effectiveness, and impact of these reforms, ensuring alignment with national priorities and stakeholder objectives. The evaluation highlighted

progress in enhancing educational opportunities and provided actionable recommendations to optimise outcomes. Conducted in Pretoria and surrounding regions, the review emphasised the importance of inclusive education, equitable access to skills development, and the programme's role in fostering sustainable economic growth, and addressing socio-economic challenges.



Technical assistance to develop the capacities of Congolese civil society organisations



Client: EU
Period: 01/2023-12/2026
EUR: 93,840

The project supports the engagement of civil society organisations (CSOs) in the Democratic Republic of Congo (DRC) to strengthen their role in governance and development. Through capacity development, multi-stakeholder dialogue, and technical assistance, it empowers CSOs to promote transparency, democratic participa-

Main Technical Field: Civil society development and governance
Country: Democratic Republic of Congo (DRC)

tion, and social cohesion. The initiative emphasises gender equality, inclusion of marginalised groups, and alignment with national development priorities. By fostering partnerships with public institutions and enhancing CSO effectiveness, the project strives to consolidate democracy and support sustainable development in the DRC.

PROJECTS IN ASIA AND THE PACIFIC

Support towards establishment of Human Rights Commission



Client: European Union
Period: 03/2024-08/2025
EUR: 918,000

The project supports Papua New Guinea in establishing an independent Human Rights Commission and developing a National Human Rights Policy. It focuses on reviewing and finalising the Organic Law on Human Rights Commission, creating an institutional structure with a sustainability plan, and drafting a policy implementation framework. Through consul-

Main Technical Field: Human rights and governance reform
Country: Papua New Guinea

tations, workshops, and awareness campaigns, the project engages stakeholders to promote inclusivity and transparency. By strengthening governance, the rule of law, and compliance with international human rights standards, the initiative advances justice, equality, and institutional capacity in Papua New Guinea.

Sustainable critical raw materials scoping study and programme of action



Client: European Union
Period: 02/2025-06/2025
EUR: 153,171

This initiative helps the Philippines advance its mining and critical raw materials (CRM) sector under the Global Gateway strategy. A scoping study assesses the sector's competitiveness and its role in sustainable global supply chains, identifies key cooperation areas and designs a potential EU intervention strategy. The project addresses public policy and regulations,

Main Technical Field: Sustainable economic development
Country: The Philippines

business development, and community engagement while promoting responsible, inclusive, and sustainable practices. Outputs include policy recommendations, stakeholder mapping, and an actionable programme for fostering green growth and responsible mining practices.



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PROJECTS IN LATIN AMERICA AND THE CARIBBEAN

Implementation and monitoring support to EEC 2021-2025, TEI green and resilient development



Client: European Union
Period: 01/2023-07/2025
EUR: 394,840

The project supports the European Union Delegation and Team Europe+ with the implementation of the Joint European Strategy (JES) 2022-2025 in Bolivia. Objectives are related to the promotion of green and sustainable development, governance and human rights, and inclusive social development. Key activities comprise coordinating national and regional Team Europe

Main Technical Field: Development cooperation and strategic coordination
Country: Bolivia

Initiatives, facilitating multistakeholder dialogue, and monitoring and reporting progress. By aligning with the EU Roadmap for Engagement with Civil Society, the project fosters collaboration between governments, civil society, and international partners to strengthen governance, human rights, and sustainable development outcomes in the country.

Ex-post Evaluation of the justice security accountability and transparency project



Client: European Union
Period: 09/2023-06/2024
EUR: 100,016

The project focused on evaluating the Justice Security Accountability and Transparency initiative in Jamaica. It assessed the intervention's effectiveness, efficiency, and sustainability while identifying recommendations and areas for future improvement. The evaluation involved extensive stakeholder engagement, data analysis, and review of programme outcomes to ensure alignment

Main Technical Field: Justice sector reform and governance
Country: Jamaica

with governance and human rights priorities. Key stakeholders included governmental bodies, civil society, and international partners, collaborating to enhance justice sector operations and institutional transparency. The comprehensive assessment provided actionable insights to strengthen the initiative's impact on governance and public accountability.



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