

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Vocational Training and Private-Sector Internship Programme in Duhok Governorate	Project number/ cost centre: G-012437-001 Tender number 10062444
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference
BMZ	German Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)
CBT	Competency-Based Training
EPSI	Employment Prospects for Socioeconomic Integration of Refugees, IDPs and Host Communities (project commissioned by BMZ and implemented by GIZ)
IDP	Internally Displaced Person
KRI	Kurdistan Region of Iraq
MoLSA	Ministry of Labour and Social Affairs (of Iraq)
MoU	Memorandum of Understanding
NEET	Not in Education, Employment or Training
PWD	Persons with disabilities
RMO	Risk Management Office
ToRs	Terms of reference
TVET	Technical and Vocational Education and Training
VTC	Vocational Training Center
VT	Vocational Training
WPs	Work packages

1. Context

The project “Employment Prospects for Socioeconomic Integration of Refugees, IDPs and Host Communities” (EPSI) is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ in collaboration with the Ministry of Labour and Social Affairs (MoLSA) of Iraq and Kurdistan Region of Iraq (KRI). The project aims to promote inclusive employment and entrepreneurship opportunities in the country. Its overall objective (= module objective) reads as follows: “The employment situation of refugees, internally displaced persons (IDPs) and people from host communities has improved.” The target groups of the project, hence, are refugees, IDPs and host communities in Iraq, as well as returned IDPs and refugees. Within these groups special attention is paid to women and people with disabilities (PWD).

The project focusses on four outputs:

1. Policy Advocacy: Raising awareness among state actors through evidence-based findings to improve the integration of refugees, IDPs and marginalised groups in host communities into labour market policy.
2. Skills for Employment: Developing market-relevant skills to enhance the employability of the target groups through vocational training and career development centres by upgrading or developing curricula and upskilling teachers.
3. Fit for Business: Building and developing entrepreneurial and business skills as well as providing financial support to MSMEs.
4. Short-term Employment Opportunities: Providing temporary employment opportunities, such as Cash for Work, for quick income generation to address the immediate financial needs of the target groups.

EPSI’s objective and outputs are based on several contextual factors:

The Kurdistan Region of Iraq (KRI), particularly Duhok Governorate, continues to face socioeconomic challenges, including limited employment opportunities, skills mismatches, and barriers to formal employment. Refugees, internally displaced persons (IDPs), returnees, and vulnerable members of host communities are particularly affected. Women and persons with disabilities often face additional barriers to accessing vocational training and employment.

In Akre and Bardarash districts, improving access to market-oriented vocational training (VT) and practical work experience can help vulnerable groups strengthen their employability and access income-generating opportunities. However, the mismatch between jobseekers’ skills and private-sector requirements, combined with limited workplace experience, continues to hinder access to sustainable employment.

Focus: Output 2 – Skills for Employment

The objective of Output 2 is to improve the labour-market skills of refugees, IDPs, and vulnerable people in host communities.

The assignment will focus exclusively on vocational training and two-month internships with private-sector employers in Akre and Bardarash districts.

- **Vocational Training:** Provide practical, demand-oriented training based on identified local labour-market needs and consultations with private-sector employers. Training will develop occupation-specific competencies and, where relevant, essential workplace skills to improve participants' employment prospects. Training duration and content will comply with applicable MoLSA requirements.
- **Private-Sector Internships:** Facilitate two-month internships that allow participants to apply their newly acquired skills in real working environments, gain practical experience, and strengthen their prospects of securing employment. Employers will be engaged to provide relevant tasks, workplace supervision, and opportunities to develop occupational competencies.

Implementation will promote inclusive access for women, refugees, IDPs, returnees, vulnerable host-community members, and persons with disabilities. Appropriate measures will be considered to address barriers related to accessibility, transportation, working hours, and safe working conditions.

Through these complementary interventions, the assignment aims to strengthen participants' occupational skills, improve their readiness for employment, and facilitate stronger connections between jobseekers and private-sector employers in Akre and Bardarash.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

Module objective: The employment situation of refugees, IDPs and people from host communities has improved.

Output 2: The labour market skills of refugees, IDPs and vulnerable people in host communities have improved.

The contractor contributes to fulfilling the following indicators:

Project Indicators	Contribution by the contractor
Module Objective Indicator 1 1230 additional people, including 615 women and 123 people with disabilities, have found new employment within 6 months of the end of the support.	To be partly fulfilled by the contractor; the contractor's contribution is: 10 additional people, including 5 women and 2 people with disability, have found new employment within 6 months of the end of the support.
Output Indicator 2.1 2600 refugees, IDPs and people from the host communities, including 1300 women and 260 people with disabilities, who have taken	To be partly fulfilled by the contractor; the contractor's contribution is: 100 refugees, IDPs and people from the host communities, including 50 women and 10

part in vocational training measures relevant to the labour market and provided by supported VTCs, have improved their relevant skills.	people with disabilities, who have taken part in vocational training measures relevant to the labour market.
Output Indicator 2.2 1550 additional refugees, IDPs and people from the host communities, including 775 women and 155 people with disabilities, have completed internships at companies lasting a minimum of two months	To be partly fulfilled by the contractor; the contractor's contribution is: 25 additional refugees, IDPs and people from the host communities, including 13 women and 3 people with disabilities, have completed internships at companies lasting a minimum of two months

The assignment will be conducted exclusively in the governorate of Duhok, more specifically in Bardarash and Akre districts in the Kurdistan Region of Iraq (KRI).

In the two work packages, the service provider is required to work gender sensitively and make sure that women can equally access the training and capacity building measures outlined below. Moreover, when developing curricula or any other documents, these need to incorporate gender equality standards, ensuring that women and men are equipped for equal access to the labour market. Persons with any kind of disability must have access to the trainings and support measures in this work package.

In both work packages, the contractor shall include 50% IDPs, refugees or returned IDPs or refugees as well as 50% members of host communities. Likewise, the contractor shall especially consider persons currently not in education, employment or training (NEET) in WPs 2, 3 and 4 and preferably focus on youth (around 18 – 34 years of age).

Moreover, the contractor must ensure timely and adequate communication with responsible KRI authorities as well as obtain all necessary approvals by the responsible authorities for

- Any access related matters (access to sites, buildings, areas, etc.)
- Any other matters that may arise and need approval by official authorities.

The contractor is obliged to coordinate regularly with GIZ and may not implement any activity without prior coordination with GIZ.

The contractor is responsible for providing the following two WPs - all as part of output 2 - and for achieving the corresponding milestones:

- The contractor is responsible for selecting, preparing, training and steering the national, short and long-term experts assigned to perform the advisory tasks.

- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

WP1: Design and implement short-term vocational training programs

WP 1 contributes to output indicator 2.1. The aim of this WP is to increase employment opportunities for the target groups through vocational training programs that are geared towards labour market needs and that utilise the competency-based training (CBT) approach.

Key Tasks:

- **Training Needs and Topic Selection:** The proposed vocational training topics shall be discussed and agreed upon with EPSI in advance, taking into consideration existing labour market assessments, local private-sector demand, and employment opportunities in Akre and Bardarash. A rapid needs assessment may be conducted, if necessary, to validate labour-market demand and identify relevant skills gaps, with a particular focus on twenty first century skills.
- **Utilise or Develop Training Materials:** Use existing MoLSA training materials where available and update and/or adapt them in collaboration with MoLSA where necessary based on the assessment findings. If gaps exist, develop new CBT training materials in collaboration with EPSI.
- **Identify and Engage Qualified Trainers:** Find qualified trainers for each training topic already employed by MoLSA. If not available discuss further options (such as involving external trainers) with GIZ and MoLSA.
- **Develop an Outreach and Selection Mechanism:** In collaboration with the EPSI team design an outreach strategy that ensures equal access and opportunities for the target groups and establish criteria for selecting 100 participants with a focus on inclusivity. A minimum of 50% of participants must be women, at least 10% shall be people with a disability. Conduct the selection process.
- **Deliver Short-Term Vocational Training Programs:** Implement vocational training programs for 100 participants, ensuring accessibility and inclusivity to the training sites as well as the curricula for all genders (especially women) and PWD.

Milestones for work package 2	Delivery period
Training topics identified and approved by EPSI	2 months after the start of the contract

Training materials developed and approved by EPSI	3 months after the start of the contract
List of qualified trainers assigned to each training course	3 months after the start of the contract
Outreach strategy and selection including selection criteria implemented; list of selected participants finalised	4 months after start of the contract
100 beneficiaries graduated from the training courses	8 months after start of the contract

WP2: Placing vocational training participants into internships with employers

WP 2 contributes to output indicator 2.2. The objective of this WP is to facilitate the transition of 25 vocational training graduates from WP 1 to the local labour market through internships of minimum two months.

Key Tasks:

- **Employer Outreach and Engagement:** Proactively reach out to potential employers through meetings, networking events, and other relevant channels to identify internship opportunities. Raise awareness of inclusive hiring practices that address the needs of diverse workforces, including women and persons with disabilities, and assess employers' willingness to adopt such practices. Where possible, involve vocational training staff in the outreach process to strengthen coordination between training and private-sector needs. Prepare and share with EPSI a list of employers willing and able to host interns.
- **Profile Training Participants:** Create detailed profiles for 25 vocational training graduates (minimum 50% Women and minimum 10% PWD) including their skills, qualifications, and career aspirations.
- **Implement Matching Process:** Develop and implement a systematic approach for matching graduates with suitable internship openings based on their skills acquired in the trainings in WP 1. Ensure that the process considers and includes diverse abilities and needs.
- **Establish Agreements:** Set up agreements between the employer, intern and contractor clearly defining each party's roles, responsibilities, commitments, and the employment timeframe for graduates.
- **Implement Internship Programme:** Supervise the implementation of a minimum 2-month internship programme for participants at local private employers.

Milestones for work package 3	Delivery period
List of local employers finalised	6 months after the start of the contract
Training participant profiles developed	7 months after the start of the contract
Matching process implemented and documented	8 months after the start of the contract
Agreements between local business, intern and contractor are signed	8 months after the start of the contract
Interns successfully finished internships	10 months after the start of the contract

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

The contractor must prioritise gender equality across the two work packages, ensuring that women and men have equal rights, resources and representation. However, the contractor must be aware that this may lead to tensions in families and/or society. In a male dominated society as in Iraq, providing women with job and employment opportunities can easily be a source of tensions. Men (and potentially also women) may increasingly view the project activities with suspicion as they may pose a challenge to patriarchal hegemony. The contractor must be aware of these risks and ensure sound mitigation measures to not endanger any of the participants. In addition, any form of sexual harassment or discrimination on the basis of gender must be avoided and prevented by all means. Should any such cases occur nevertheless, they must immediately be reported to GIZ to find ways to remedy and prevent any further escalation.

In particular the following provisions shall be ensured by the contractor:

- For WP1, the contractor must include strategies to increase female participation, especially in traditionally male-dominated sectors, inter alia by making sure advertisements for trainings do not target a specific gender group, creating a supportive environment through flexible training schedules, childcare provisions, gender-sensitive infrastructure of training venues (including bathrooms), gender-sensitive curricula, etc.
- For WP2 the contractor shall promote a safe, inclusive workplace for female interns. Moreover, private sector employers must adhere to respective labour laws and prevent any kind of sexual harassment. Employers shall be sensitised to spot and overcome gender biases and to provide equal opportunities to all genders.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local short-term experts
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: Inclusive and demand-based vocational training
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
Responsibility for checking the use of funds and financial planning in consultation with the EPSI focal points

Qualifications of the team leader

- Education/training (2.1.1): university degree (Master) in Education or Business Administration, Economics, Management, Development Studies.
- Language (2.1.2): C1-level language proficiency in English language
- General professional experience (2.1.3): 8 years of professional experience in the education sector
- Specific professional experience (2.1.4): 4 years in vocational training
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in Kurdistan (region), of which 2 years in projects in Duhok.
- Development cooperation (DC) experience (2.1.7): 1 years of experience in DC projects

Key expert 1

Tasks of key expert 1 (Vocational Training and Labour Market Expert)

- Labour Market Assessment: Review existing assessments and conduct a rapid assessment if needed in Akre and Bardarash.
- Training Design: Coordinate with EPSI to agree on relevant training topics based on local labour-market demand.
- Training Quality Assurance: Support training providers in developing and delivering practical, employment-oriented training in line with MoLSA requirements.
- Private-Sector Engagement: Identify and engage employers to provide internship opportunities of at least two months for VT graduates.
- Internship Placement: Match graduates with suitable employers and coordinate placement arrangements.
- Monitoring and Follow-up: Monitor training and internships, collect feedback from employers and participants, and track employment outcomes.
- Inclusion and Reporting: Promote inclusive participation and report on progress, challenges, and employment results.

Qualifications of key expert 1

- Education/training (2.2.1): Master degree
- Language (2.2.2): B2 -level language proficiency in English language
- General professional experience (2.2.3): 5
- Specific professional experience (2.2.4): 4
- Leadership/management experience (2.2.5):
- Regional experience (2.2.6): 4

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Tasks of key expert 2 (Project Finance Officer)

- Prepare and monitor project budgets in line with approved activities and donor requirements.
- Process payments, manage cash advances, and maintain accurate financial records.
- Track project expenditures against budget lines and identify financial variances.
- Prepare timely and accurate financial reports and expenditure statements.
- Ensure compliance with donor regulations and organizational financial procedures.
- Coordinate with the project team, training providers, suppliers, and employers on project-related payments.

Qualifications of key expert 2

- Education/training (2.3.1): Bachelor's degree in finance, Accounting, Business Administration.
- Language (2.3.2): B2 -level language proficiency *in* English language
- General professional experience (2.3.3): 5
- Specific professional experience (2.4.4): 3

Tasks of key expert 3 (Monitoring & Evaluation Expert)

- Monitor project activities and track progress against planned targets and indicators.
- Develop, plan and conduct outreach activities to engage eligible participants in Akre and Bardarash.
- Manage registration, verify eligibility, and ensure transparent and inclusive participant selection.
- Share the list of selected participants with EPSI for duplication checks before final confirmation.
- Collect, verify, and maintain accurate data on participants, vocational training, internships, and employment outcomes.

- Prepare regular monitoring reports highlighting achievements, challenges, and progress toward targets.

Qualifications of key expert 3

- Education/training (2.4.1): Bachelor's degree in Monitoring & Evaluation, Statistics, Social Sciences, or a related field.
- Language (2.4.2): B2 -level language proficiency *in* English language
- General professional experience (2.4.3): 4
- Specific professional experience (2.4.4): 2

Tasks of key expert 4 (Logistics Support Officer)

- Plan and coordinate logistics arrangements for vocational training, participant outreach, and internship-related activities in Akre and Bardarash.
- Coordinate training venues, equipment, materials, supplies, and other logistical requirements
- Support procurement processes, collect quotations, and coordinate with suppliers in line with organizational procedures.
- Arrange transportation and accommodation when required for project activities.
- Maintain records of project equipment, materials, and supplies, ensuring proper use and storage.
- Coordinate with the project team, training providers, employers, and other stakeholders to ensure the timely delivery of logistical support.

Qualifications of key expert 3

- Education/training (2.5.1): A diploma in logistics, administration, or a related field.
- Language (2.5.2): A2 -level language proficiency *in* English language
- General professional experience (2.5.3): 3
- Specific professional experience (2.5.4): 2

5. Costing requirements

Assignment of personnel and travel expenses

Sustainability aspects for travel

N/A

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader	1	100	100	
Key expert 1"Vocational Training and Labour Market Expert	1	84	84	
key expert 2 (Project Finance Officer)	1	80	80	
key expert 3 (Monitoring & Evaluation Expert)	1	59	59	
key expert 4 (Logistics Support Officer)	1	40	40	
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	30,000,000	30,000,000	A budget of IQD 30,000,000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

Workshops, events and trainings

Workshop budget: IQD 180,000,000

The budget includes the following costs relating to the planning and running of workshops:

- Room hire, if not provided by GIZ and/or partners
- Technical systems

- Moderation services
- Catering (Coffee break and lunch for all participants when needed)
- Stipends for vocational training participants
- Internship fees for participants
- Other costs relating to the workshops
- Workshops materials and equipment
- Transportation (one vehicle) for the project

The tenderer is expected to procure tools, equipment, consumables, and materials that comply with industry standards and regulations for each work package, this includes:

- **Tools and Equipment:** A range of specialised basic tools required for hands-on training in the selected occupational profiles.
- **Consumables and Semi-Consumables for Practical Exercises:** Supplies and materials necessary for practical exercises, including both demonstrations and individual/group work in various vocational courses and workshops.
- **Safety Gear and Personal Protective Equipment (PPE):** Provision of appropriate PPE to ensure the safety and well-being of participants in fields where potential risks exist. Additionally,

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6. Inputs of GIZ or other actors

- N/A

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English (language).

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and

the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information, who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimisation, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. The GIZ is NOT in any way responsible for such processing

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) could be helpful. GIZ is available to support the contractor whenever need arises.

9. Annexes

N/A