Terms of reference (ToRs) for the procurement of services above the EU threshold

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Project title:	Processing number/cost centre:
Employment Prospects for Socio-economic Integration of Refugees, IDPs and Host Communities in Iraq (EPSI)	**G-012437-001**
Country:	**Internal order:**
Iraq	12437030000
Subject of the tender procedure:	**Tender number:**
Ninewa MSME Business Support and Incubation Programme	**10067698**

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0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
CSO	Civil society organisation
DoLSA	Directorate of Labour and Social Affairs
EPSI	Employment Prospects for Socio-economic Integration of Refugees, IDPs and Host Communities in Iraq
EU	European Union
GDPR	General Data Protection Regulation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTC	General Terms and Conditions of Contract for supplying services and work
GWB	German Act against Restraints of Competition
IDP	Internally displaced person
IQD	Iraqi dinar
KPI	Key performance indicator
KRI	Kurdistan Region of Iraq
M&E	Monitoring and evaluation
MFI	Microfinance institution
MoLSA	Ministry of Labour and Social Affairs
MoP	Ministry of Planning
MSME	Micro, small and medium-sized enterprise
PwD	Person with disabilities
RMO	Risk Management Office
ToRs	Terms of reference
VgV	German Ordinance on the Award of Public Contracts

1. Context

Ninewa Governorate has a diverse private-sector landscape comprising micro, small and medium-sized enterprises (MSMEs) operating across trade, services, manufacturing, food processing, construction, technology, creative industries and other locally relevant sectors. MSMEs are important sources of income, self-employment and jobs, and have a central role in rebuilding local markets and strengthening economic resilience.

Conflict, instability and displacement caused severe damage to businesses, productive assets, infrastructure, customer networks and supply chains across Ninewa. Many entrepreneurs lost equipment, capital, premises and market access. Women, young people, IDPs and IDP returnees, refugees and persons with disabilities continue to face additional barriers to establishing or expanding businesses, including limited access to skills, finance, networks, information and suitable business-development services.

Although recovery has progressed, MSMEs still face high operating costs, uneven market access, limited digitalisation, weak business-management systems and gaps in sector-specific technical capacity. At the same time, Ninewa offers opportunities in several value chains and service markets. A market-informed and flexible support programme can help businesses respond to demand, strengthen competitiveness, create employment and adopt environmentally and socially responsible practices.

The return and reintegration of displaced people increase both the need for sustainable livelihoods and the potential for new economic connections among population groups. Business support can contribute to recovery when it is based on transparent selection, market demand, inclusive participation and cooperation across communities. The assignment therefore combines non-financial business-development support, sector-relevant technical capacity building, needs-based cash grants and integrated social-cohesion measures.

About the EPSI project

The project Employment Prospects for Socio-economic Integration of Refugees, IDPs and Host Communities in Iraq (EPSI) is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in collaboration with the leading political partners, the Ministry of Planning (MoP) and the Ministry of Labour and Social Affairs (MoLSA) of Iraq and the Kurdistan Region of Iraq (KRI). The project addresses the challenging economic conditions faced by refugees, internally displaced persons (IDPs) and people in host communities in Iraq. Special focus lies on women and persons with disabilities (PwD). The project consists of the following five components:

- Policy advocacy: raising awareness among state actors through evidence-based findings to improve the inclusion of refugees, IDPs and marginalised groups in host communities in labour market policy.
- 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.
- Fit for business: building and developing entrepreneurial and business skills as well as providing financial support to MSMEs.

- 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.
- Social cohesion: integrating approaches that strengthen social cohesion among refugees, IDPs, IDP returnees and host-community members within employment-promotion measures.

This tender contributes to the 'Fit for business' component (Output 3) and integrates social-cohesion approaches (Output 5).

2. Tasks to be performed by the contractor

2.1 Term

The contract term is 10 months from the contractually agreed commencement date. All services must be completed by 31.10.2027 at the latest. The contract term can only be extended if GIZ exercises the option described in section 7.1. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

Considering the challenges across Ninewa Governorate, the EPSI project is seeking a qualified service provider, ideally a business incubation and business-development service provider, to design and implement an intensive entrepreneurship and incubation programme for 70 potential or existing entrepreneurs/MSMEs from vulnerable communities. The cohort shall include IDPs and IDP returnees, refugees and host-community members, with at least 50% women, at least 10% persons with disabilities and at least 50% displaced persons (refugees, IDPs and IDP returnees). The programme is sector-neutral at tender stage. During inception, the contractor shall undertake a rapid market and value-chain assessment and may recommend concentrating the technical support on one or two sectors with strong demand, growth and employment potential. Any sector focus must be justified, remain inclusive of the target groups and receive prior written approval from GIZ before participant selection is finalised.

The programme shall use a blended approach combining classroom learning, practical and sector-relevant experience, coaching and business incubation. It shall promote resource efficiency, environmental sustainability, digitalisation, decent work and inclusive business practices. The structured training shall comprise at least 10 and no more than 15 full training days. By the end of the programme, all participants shall have developed or refined a viable business model and implementation plan. All 70 supported businesses shall receive a needs-based cash grant, awarded and disbursed by the contractor against approved business plans and investment plans and used exclusively for the approved business purpose. Social-cohesion approaches shall be integrated throughout outreach, training, peer learning, mentoring, business collaboration and community engagement.

Objective of the assignment: to empower 70 entrepreneurs and MSMEs across Ninewa Governorate, drawn from IDPs and IDP returnees, refugees and host communities, by strengthening their sector-relevant technical, business-management, entrepreneurial and

innovation capacities; providing needs-based cash grants for the establishment, reactivation or expansion of their businesses; and fostering trust, cooperation and positive interaction among the participating population groups.

The contractor contributes to achieving the following module objective and indicators of the EPSI project. The contractor's specific contributions are set out after the indicators.

Module objective

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

Module objective indicator(s)

- Module objective indicator 2: 2,300 additional people, including 1,150 women and 230 people with disabilities, have improved their income or other working conditions in their existing employment 6 months after the end of the support.
- Module objective indicator 3: The supported micro, small and medium-sized enterprises (MSMEs) have created 1,300 additional jobs, including 650 for women and 130 for people with disabilities, within 6 months of the end of the support.

Output 3 (output 3): The technical and financial capacities of refugees, IDPs and people from the host communities to set up, expand or reactivate MSMEs have been enhanced.

Output indicators:

- 3.1: 3,400 additional refugees, IDPs and people from the host communities, including 1,700 women and 340 people with disabilities, who have completed non-financial support measures on setting up, expanding or reactivating MSMEs, have enhanced their relevant technical capacities.
- 3.2: 1,750 additional IDPs, refugees and people from the host communities, including 875 women and 175 people with disabilities, have received support to finance the setting-up, expansion or reactivation of their MSME.

Output 5 (output 5): Access to employment promotion measures with integrated approaches to improving women's economic participation and social cohesion among refugees, IDPs and people from host communities has been improved.

Output indicators:

- 5.1: 200 additional refugees, IDPs and people from the host communities, including 150 women and 20 people with disabilities, have participated in employment promotion measures with integrated approaches to improve women's economic participation or social cohesion.

Contribution by the contractor

- Module objective indicator 2: at least 70 supported entrepreneurs, including at least 35 women, at least 7 persons with disabilities and at least 35 displaced persons

(refugees, IDPs and IDP returnees), report improved income or other working conditions in their existing employment within six months after the end of the support.

- Module objective indicator 3: at least 20 additional refugees, IDPs/IDP returnees and people from host communities, including at least 10 women and at least 2 persons with disabilities, have secured employment opportunities through the supported MSMEs within six months after the end of the support.
- Output indicator 3.1: 70 refugees, IDPs/IDP returnees and people from host communities, including at least 35 women, at least 7 persons with disabilities and at least 35 displaced persons (refugees, IDPs and IDP returnees), who have completed non-financial support measures for establishing, expanding or reactivating MSMEs, have increased their relevant technical and business capacities.
- Output indicator 3.2: 70 IDPs/IDP returnees, refugees and people from host communities, including at least 35 women, at least 7 persons with disabilities and at least 35 displaced persons (refugees, IDPs and IDP returnees), have received needs-based cash grants to finance the establishment, expansion or reactivation of their MSMEs.
- Output indicator 5.1: one measure for 70 participants, including at least 35 women, at least 7 persons with disabilities and at least 35 displaced persons (refugees, IDPs and IDP returnees), integrates structured social-cohesion approaches. All 70 participants take part in mixed-group learning and cooperation activities, including at least four structured social-cohesion and networking sessions.

Module objective indicators 2 and 3 refer to the six months after the end of the support. The contractor records the status of both indicators in the endline assessment and hands over to GIZ the contact data and consent of the supported businesses needed for a follow-up survey after the contract term.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1 (part of Output 3): Inception, market assessment and programme design

- Confirm the implementation plan and conduct a rapid market and value-chain assessment in Ninewa. Recommend whether support should remain multi-sector or focus on one or two priority sectors and obtain prior written GIZ approval of the sector approach.
- Design a structured and intensive entrepreneurship and business-incubation programme for entrepreneurs and MSMEs, including core business-management and entrepreneurial modules and adaptable sector-specific technical modules, for at least 10 and up to 15 full training days.
- Ensure that the programme integrates environmental sustainability, resource efficiency, climate awareness, decent work, digitalisation and inclusive business practices, adapted to the selected businesses and any approved sector focus.
- Use a blended learning method that combines classroom-based training with hands-on practical and workplace-relevant experience.
- Develop learning materials that clearly define learning outcomes and skill-development milestones for participants and include the following modules:
  - Business-management and entrepreneurial skills: at minimum, the curriculum shall cover entrepreneurship, market and customer research, value-chain analysis, design thinking and innovation, business-model development, go-to-

market strategies, pricing and costing, financial management and projections, marketing and sales, digitalisation, business formalisation, human-resource management, occupational health and safety, and sustainable enterprise development.

- Sector-specific technical skills: based on the approved inception assessment and participant needs, the contractor shall develop practical technical modules relevant to the supported businesses and, where applicable, the one or two approved priority sectors. Modules may cover production or service quality, process improvement, equipment use and maintenance, product development, quality assurance, packaging, digital tools, e-commerce, supply-chain and inventory management, sector-specific standards, environmental sustainability and occupational health and safety. The programme shall remain responsive to business needs and shall not impose a sector focus without prior written GIZ approval.

- Design and review the curriculum in consultation with the responsible GIZ staff member and submit all finalised learning materials and modules to GIZ in English and Arabic.

Milestones for work package 1	**Delivery period**
Inception and market assessment: implementation plan confirmed; rapid market and value-chain assessment conducted; recommendation on a multi-sector approach or a focus on one or two priority sectors submitted and approved by GIZ	Month 1
Programme design: core and adaptable technical curricula and materials finalised and submitted to GIZ in English and Arabic	Months 1-3

Work package 2 (part of Output 3): Participant selection and engagement

- Identify and select 70 potential or existing entrepreneurs/MSMEs from vulnerable communities, including IDPs and IDP returnees, refugees, host-community members, women and persons with disabilities, in accordance with EPSI selection criteria. Selection shall be conducted jointly with GIZ and shall reflect the approved sector approach, if any.
- Ensure that at least 50% of participants are women, at least 10% are persons with disabilities and at least 50% are displaced persons (refugees, IDPs and IDP returnees), corresponding to minimum targets of 35 women, 7 persons with disabilities and 35 displaced persons among 70 participants. The three quotas apply independently of each other, and a participant may count towards more than one quota.
- Record the displacement status of each applicant at selection (self-declaration and, where available, supporting documents) and report it in the participant database.
- Apply transparent, inclusive and conflict-sensitive outreach and selection procedures that avoid reinforcing social divisions and ensure meaningful participation across IDP/IDP-returnee, refugee and host-community groups.
- Prepare the call for applications, the selection criteria and the scoring grid, and obtain prior written GIZ approval of them before the call is published.

- Involve GIZ in every step of the selection: GIZ receives the complete list of applications, takes part in the screening and shortlisting, and is a member of the selection committee that conducts the brief interviews and scores the applicants.
- Submit the proposed list of 70 participants and a reserve list, with the scores and the quota breakdown, to GIZ for written approval. The selected participants are invited only after this approval, and any later replacement of a participant requires prior written GIZ approval.
- Develop engagement strategies to maintain high attendance and participation throughout the programme and to keep dropouts to a minimum.

Milestones for work package 2	**Delivery period**
Outreach and selection: inclusive outreach conducted and 70 participants selected jointly with GIZ and approved by GIZ in writing, including at least 35 women, 7 persons with disabilities and 35 displaced persons (refugees, IDPs and IDP returnees), alongside host-community members	Months 1-3

Work package 3 (part of Output 3): Training and capacity building

- Conduct at least 10 and up to 15 full training days integrating theoretical knowledge with practical, business-specific and sector-relevant application. Training shall take place in suitable, safe and accessible venues, with particular consideration for women and persons with disabilities.
- Organise hands-on field activities, site visits or practical workshops to enhance experiential learning.
- Provide two coffee breaks and a lunch break on each training day, with proper consideration of diversity and different dietary habits to ensure inclusivity for all participants.
- Provide participants with a transportation allowance according to the distance to the venue and arrange transport for the field trips (see section 5.7).
- Document attendance and learning progress.

Milestones for work package 3	**Delivery period**
Training and capacity building: 10-15 full training days delivered through accessible classroom, practical and field-based learning; attendance and learning progress documented	Months 3-5

Work package 4 (part of Output 3): Coaching and mentoring

- Guide participants in developing business models and plans to establish, reactivate or expand their businesses.
- Conduct one-on-one coaching and mentorship sessions to refine their business strategies.
- Provide tailored support for participants to create financial projections, marketing plans and operational strategies.

Milestones for work package 4	**Delivery period**

Coaching and business plans: individual coaching and mentoring provided; 70 viable business models, plans, financial projections, marketing plans and operational strategies developed and validated	Months 4-7

Work package 5 (part of Output 3): Business-plan validation, cash grants and market linkages

- Validate the business plans and needs assessments of all 70 participating businesses, including at least 35 women-led businesses, at least 7 businesses led by persons with disabilities and at least 35 businesses led by displaced persons (refugees, IDPs and IDP returnees), and agree with each business an individual investment plan that sets out the grant amount and the items to be financed. Eligible uses are productive equipment, tools, machinery, software, licences, materials and other approved business needs that directly enable establishment, reactivation or expansion. Medicines and agrochemicals (pesticides and mineral fertilisers) and the other items listed as not eligible in section 5.9 must not be financed from the grants. Grant amounts are set according to need between IQD 3,000,000 and IQD 7,500,000 per business; the total of all 70 grants must not exceed the fixed budget set out in section 5.9.
- Conclude a written grant agreement with each of the 70 participants on the basis of the approved business plan and investment plan, and transfer the cash grant in two instalments (60% as the first instalment and 40% after the participant has submitted the financial and supporting documents for the use of the first instalment), preferably through digital banking or digital wallets. The grant amounts and the list of grantees require the prior approval of GIZ. The contractor shall keep a complete grant file for each business (grant agreement, proof of identity, transfer confirmations, and invoices or receipts for the items financed) and shall not charge any mark-up or handling fee on the grants. Every participant shall receive an approved needs-based cash grant.
- Verify after each instalment, through a visit to each business, that the grant has been used for the approved business purpose and that the items financed are in place and in use, and document the result. Where a grant is not used as agreed, the contractor informs GIZ without delay and withholds the second instalment.
- Organise pitching, buyer-supplier and market-linkage sessions in which participants present their businesses to potential buyers, investors, financial institutions and relevant private-sector actors. Facilitate cross-community business cooperation and document concrete referrals, commercial leads and partnerships.

Milestones for work package 5	**Delivery period**
Cash grants: needs assessments and investment plans completed for all 70 businesses; grant agreements signed and both instalments transferred to every participant; use of the grants verified and grant documentation completed	Months 6-9

Pitching and market linkages: pitching, buyer-supplier and market-linkage sessions organised; referrals, commercial leads, partnerships and cross-community business cooperation documented	Months 8-9

Work package 6 (Output 5): Integrated social-cohesion measures

- Integrate facilitated dialogue, mixed-group teamwork, peer learning, collaborative problem-solving and joint value-chain activities into the training and incubation programme. Activities shall encourage trust, mutual understanding, non-discrimination and practical cooperation around shared economic interests.
- Conduct at least four structured social-cohesion and cross-community networking sessions during the programme, including at least two community or value-chain engagement activities involving relevant local stakeholders, producer groups, buyers or institutions.
- Establish a safe feedback and grievance mechanism, monitor participation and interaction across target groups, and apply a do-no-harm and conflict-sensitive approach throughout implementation.

Milestones for work package 6	**Delivery period**
Integrated social cohesion: conflict-sensitive mixed-group learning integrated throughout implementation; at least four structured social-cohesion/networking sessions and two community or value-chain engagement activities conducted; feedback and grievance mechanism in operation	Months 2-9

Work package 7 (Outputs 3 and 5): Monitoring, evaluation and reporting

- Develop a monitoring and evaluation (M&E) framework to track participant progress, technical-capacity gains, business establishment, reactivation or expansion, use of the cash grants, employment outcomes and social-cohesion results, in accordance with GIZ M&E guidance and regulations.
- Conduct baseline, post-training and endline assessments to measure technical-capacity improvement, business readiness and changes in social-cohesion-related perceptions and behaviours. Use safe, conflict-sensitive and disaggregated data-collection methods.
- Provide a monthly narrative progress report, a monthly dataset and a final report summarising key achievements, challenges and recommendations (see section 2.3 for the reporting requirements).

Milestones for work package 7	**Delivery period**
Monitoring and evaluation: M&E framework in place; baseline, post-training and endline assessments conducted; monthly progress reports and datasets submitted; business, employment and social-cohesion results monitored	Months 1-10

Final report and complete handover documentation submitted	End of month 10

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required office space, materials, equipment and consumables available and covers their operating and administrative costs (see sections 5.6 and 5.7). The cash grants for the participating businesses are financed from the budget specified in section 5.9.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.
- The contractor coordinates regularly with GIZ and does not implement any activity without prior coordination with GIZ.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
  - Degree to which activities are implemented
  - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
  - Participant numbers, disaggregated by sex, age, disability, location and target group (IDP/IDP returnee, refugee and host community)
  - Technical-capacity gains and business readiness (baseline, post-training and endline assessments)
  - Award, disbursement and use of the cash grants
  - Businesses established, reactivated or expanded, jobs created or sustained, and changes in income or working conditions
  - Social-cohesion results, including changes in perceptions and behaviours
  - Results that have occurred in the contractor's sphere of responsibility and (potential) unintended negative impacts
  - Risks

The contractor collects and reports monitoring data in the formats provided by GIZ for the EPSI results-based monitoring system.

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in English:

- Inception report at the end of month 1 (maximum 15 pages plus annexes), covering the confirmed implementation plan, the rapid market and value-chain assessment and the recommended sector approach.
- Interim reports: a monthly narrative progress report (maximum 5 pages) with the updated monthly dataset, due by the 10th day of the following month.
- Final report and complete handover documentation by the end of month 10. The final report summarises key achievements, challenges and recommendations and includes:
  - An executive summary with key findings and recommendations; profiles of the 70 supported businesses; amount and use of the cash grants disbursed; the number of businesses established, reactivated or expanded; jobs created or sustained; and results disaggregated by sex, age, disability, location and target group (IDP/IDP returnee, refugee and host community)
  - A detailed analysis of barriers, opportunities and effective interventions for entrepreneurs and MSMEs in Ninewa, including the findings of the market and value-chain assessment
  - A detailed analysis of Ninewa's MSME environment, relevant value chains and market opportunities, with recommendations for innovative and scalable business-support approaches
  - Data visualisations (charts, graphs, infographics) for clear communication of the results

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Requirements for company-wide learning, knowledge and innovation:

- The contractor steers a lessons-learnt process and conducts a lessons-learnt session with all relevant stakeholders (GIZ, relevant sector directorates, DoLSA and trainers) before the end of the contract term.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;

- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

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, where the contractor alone defines the nature of such data and how such processing is carried out. In such cases, the contractor acts 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 processes personal data only when a given goal cannot reasonably be 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 rights of the data subject, must be paid due attention. GIZ is not in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner of GIZ with regard to such processing, the partner is the data controller, and the data processing is carried out in accordance with the partner's instructions as well as the 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 of the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) can be helpful. GIZ is available to support the contractor whenever the need arises.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- Gender equality:
  At least 50% of the participants and of the businesses receiving cash grants (35 of 70) are women. The contractor uses outreach channels and advertisements that reach women, schedules training at times and in venues that are safe, accessible and acceptable for women, considers childcare and transport needs, and uses gender-sensitive curricula and materials. Promoting women's economic participation can cause tensions in families or communities; the contractor applies mitigation measures so that no participant is put at risk. Any form of sexual harassment or discrimination on the basis of gender is prevented and, should it occur, reported to GIZ immediately.

- Environmental protection and climate action (climate change mitigation/adaptation):
  The contractor integrates resource efficiency, environmentally responsible practices and climate-risk awareness into training, coaching and business plans, encourages energy- and resource-efficient equipment in the investment plans, excludes items with significant negative environmental impact from grant financing, and minimises the environmental footprint of its own operations and events (sustainable event management, for example through waste reduction and reusable materials).
- Conflict and context sensitivity:
  Ninewa remains affected by the legacy of conflict and displacement. The contractor applies the do-no-harm principle throughout, uses transparent and conflict-sensitive outreach and selection that does not reinforce divisions between IDPs/IDP returnees, refugees and host communities or along ethnic, religious, tribal or political lines, regularly monitors unintended negative effects, and addresses risks of corruption, clientelism and patronage, in particular in participant selection and in the award and use of the cash grants.
- Human rights:
  The contractor ensures non-discriminatory and equal access to all services, accessibility and reasonable accommodation for persons with disabilities (at least 10% of participants), the participation of displaced persons (refugees, IDPs and IDP returnees) (at least 50% of participants), decent work and occupational health and safety in the supported businesses, the protection of participants' personal data and a safe feedback and grievance mechanism. Some participants, in particular displaced people, may have experienced serious human rights violations; the contractor treats all participants with dignity and confidentiality.
- Security precautions:
  The security situation in Federal Iraq, including Ninewa, remains fragile and volatile. The contractor bears the duty of care for its staff and the participants and applies its own security risk management to all activities. It obtains in good time all approvals required from Ninewa Governorate, the relevant sector directorates and the competent security authorities for activities and access to sites. GIZ's Risk Management Office (RMO) may share non-binding advice; a single focal point for contact with the RMO is recommended. The contractor informs GIZ without delay of security incidents affecting the activities and complies with any suspension or evacuation orders issued by GIZ. GIZ is not liable for the safety and security of the contractor's staff.

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

The concept follows the sequence below so that it can be assessed directly against the technical assessment grid. The numbers in brackets correspond to the criteria of the assessment grid.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

In particular, the tenderer is required to demonstrate a clear understanding of the objectives, target groups, inclusion targets and expected results of the assignment and of its contributions to module objective indicators 2 and 3 and output indicators 3.1, 3.2 and 5.1.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), for example by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation, including key assumptions, dependencies and implementation challenges such as participant retention, accessibility, market relevance, the award, disbursement and proper use of 70 cash grants and conflict sensitivity;
- making an assessment of the technical concept, including the feasibility of any proposed sector focus, the cash grant approach and the integration of social-cohesion measures.

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

N/A

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs
(section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

In particular, the tenderer presents and justifies an integrated strategy for inclusive outreach and selection, market-informed programme design, the delivery of 10 to 15 training days, individual coaching, business-plan development, the assessment of grant needs, the award and disbursement of cash grants to all 70 participants and the verification of their use, market linkages and post-support monitoring. The strategy explains the methods used to design the training material and to deliver the business and technical modules, the outreach mechanism, how participants are guided, mentored and accompanied during and after the training, and how they are encouraged to apply what they have learned and to sustain their businesses.

3.3.2 Building partnerships with the relevant actors
(section 1.3.2 of the assessment grid)

N/A

3.3.3 Approaches for leverage effects and measures for scaling-up
(section 1.3.3 of the assessment grid)

N/A

3.3.4 Consideration of environmental and social compatibility requirements
(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the

human rights situation through corresponding measures (see also relevant requirements in section 2.5).

Across these four areas, the tenderer explains how environmental sustainability, resource efficiency, occupational health and safety, decent work, accessibility, gender equality, disability inclusion, do-no-harm principles and social cohesion will be integrated into programme design and delivery.

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	3 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management (section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan
(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

The operational plan covers all work steps, responsibilities, dependencies, quality controls, deliverables and milestones for the full 10-month period, together with the management tools, approaches and resources used. It is consistent with the milestones in section 2.2 and the expert days in section 5.1.

3.4.2 Coordination with GIZ or the commissioning project
(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

This includes coordination, approval, reporting and escalation arrangements with GIZ/EPSI, regular coordination meetings, approval points (in particular the sector approach, the selection criteria, the participant list and the grant amounts), the timely submission of materials and grant documentation, and the incorporation of GIZ feedback.

3.4.3 Steering or coordination of measures with the relevant implementing partner (section 1.4.3 of the assessment grid)

N/A

3.4.4 Monitoring (section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

The results-based monitoring system covers baseline, post-training and endline measurement; participant attendance and learning; business-plan quality; the disbursement and use of the cash grants; MSME establishment, reactivation or expansion; employment and income outcomes; social-cohesion results; disaggregated data; feedback; risk tracking; and adaptive management.

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project or the partner are met (see section 2). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated.

3.5 Further requirements (section 1.5 of the assessment grid)

The tenderer is required to demonstrate how the proposed approach will remain inclusive, conflict-sensitive, accessible and sustainable throughout implementation. The following further requirements are assessed:

Requirement: Operational risk management: 2 points out of 10 (max.)

Requirement: Quality assurance, in particular of the award, disbursement and verification of use of the 70 cash grants, including safeguards against misuse: 5 points out of 10 (max.)

Requirement: Integration and monitoring of the social-cohesion measures (output indicator 5.1) throughout implementation: 3 points out of 10 (max.)

4. Personnel

The tenderer is required to provide ‘experts’ for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender and age.

The tenderer provides Experts 1 to 8 described below. All eight positions are key experts of which four of them (Experts 1 to 4) are assessed in the technical assessment on the basis of the CVs submitted. The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment. The numbers given for the qualification criteria (e.g. 2.2.1) correspond to the respective numbers in the assessment grid.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Expert 1: Project Manager (team leader) (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1 (Project Manager, team leader)

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ technical staff and other stakeholders for smooth implementation, including obtaining the required approvals from Ninewa Governorate, the relevant sector directorates and the competent security authorities
- Personnel management, in particular identifying the trainers and support staff within the available budget, as well as planning and steering assignments and supporting the experts
- Ensuring optimal utilisation of project resources within the allocated budget and checking the use of funds in consultation with the commission manager at GIZ
- Ensuring that the training material is developed, reviewed and approved on time
- Regular reporting in accordance with deadlines (inception report, monthly progress reports and data submission, final report)
- Ensuring that the baseline and endline surveys are conducted on time, and sharing and discussing the survey results and reports with GIZ in a meeting
- Steering a lessons-learnt process, in particular conducting a lessons-learnt session with all relevant stakeholders (GIZ, relevant sector directorates, DoLSA and trainers)
- Responsibility for taking cross-cutting themes into consideration (gender equality, disability inclusion, conflict sensitivity)

Qualifications of expert 1 (Project Manager, team leader)

Education/training (section 2.1.1 of the assessment grid):	University degree (bachelor's or master's) in business administration, economics, management, development studies or another field relevant to the assignment
Language (section 2.1.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (5 points) and English, C1 level in the Common European Framework of Reference for Languages (5 points)

General professional experience (section 2.1.3 of the assessment grid):	5 years of professional experience in business development, entrepreneurship ecosystems and project management
Specific professional experience (section 2.1.4 of the assessment grid):	2 years of professional experience in managing MSME development, entrepreneurship, livelihoods or private-sector-development projects that combine capacity building, coaching and enterprise support
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management or leadership experience as a project team leader or manager in a company, NGO or international development organisation
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	2 years of relevant professional experience outside Iraq
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	2 years of project experience in Federal Iraq, including experience in Ninewa Governorate
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	2 years of experience in projects financed or implemented by international development-cooperation organisations or donors
Other (section 2.1.9 of the assessment grid):	– Not applicable –

Expert 2: Business and Entrepreneurship Trainer (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2 (Business and Entrepreneurship Trainer)

- Develop a structured entrepreneurship curriculum covering market research, value-chain analysis, business-model innovation, business management, financial modelling, digitalisation and sustainable enterprise development
- Design and deliver interactive training sessions using real-world case studies and practical exercises
- Guide participants in developing their business models and value propositions
- Provide one-on-one coaching to help participants refine their business ideas and prepare business plans
- Train participants on go-to-market strategies, pricing models, digital marketing and market penetration techniques
- Support participants in preparing business pitches, financial projections and market-entry or growth plans
- Connect participants with buyers, suppliers, investors, financial-service providers, business networks and relevant sector ecosystems
- Assess participants' progress in business development skills through evaluations and feedback mechanisms
- Provide reports and recommendations for programme improvement

Qualifications of expert 2 (Business and Entrepreneurship Trainer)

Education/training (section 2.2.1 of the assessment grid):	Bachelor's or master's degree in business administration, economics, entrepreneurship, finance, management or a related field
Language (section 2.2.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B1 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience in business development, start-up incubation or entrepreneurship training
Specific professional experience (section 2.2.4 of the assessment grid):	3 years of professional experience in designing and delivering entrepreneurship and MSME-development programmes, including coaching and business-plan development
Leadership/management experience (section 2.2.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	1 year of relevant professional or training experience outside Iraq
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	5 years of training experience in Federal Iraq, of which 2 years in Ninewa Governorate
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	– Not applicable –
Other (section 2.2.9 of the assessment grid):	Experience in designing and evaluating capacity-building programmes for MSMEs, including financial literacy and planning, advanced leadership, innovation and investment readiness

Expert 3: Sector and Technical Skills Expert (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of expert 3 (Sector and Technical Skills Expert)

- Develop and deliver practical technical modules responsive to participant needs and any sector focus approved during inception
- Train participants on business-relevant production or service processes, quality assurance, standards and product/service improvement
- Conduct practical demonstrations, site-based learning and technical workshops relevant to the supported businesses
- Demonstrate appropriate productive technologies, digital tools, equipment operation and process-improvement methods

- Train participants in demand analysis, value addition, customer requirements and sector-specific market opportunities
- Support participants in strengthening supply chains, digital marketing, sales, inventory and distribution management
- Integrate resource efficiency, environmentally responsible practices and climate-risk awareness appropriate to the supported sectors
- Encourage circular-economy practices, including waste reduction, reuse, efficient resource consumption and responsible sourcing
- Provide personalised technical support to participants in applying sector-relevant improvements within their businesses, including the technical review of the investment plans for the cash grants
- Link participants to relevant value-chain actors, buyers, suppliers, technical experts and industry networks
- Assess participants' technical skill development and provide feedback
- Support the measurement of impact and identify areas for further improvement

Qualifications of expert 3 (Sector and Technical Skills Expert)

Education/training (section 2.3.1 of the assessment grid):	Bachelor's or master's degree in business, economics, engineering, technology, industrial management or another field relevant to the proposed or approved sector approach
Language (section 2.3.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B2 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.3.3 of the assessment grid):	5 years of professional experience in providing practical technical assistance to MSMEs, with a strong understanding of value chains, market-driven production or service delivery, quality improvement and business-technology adoption
Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience as a trainer or technical adviser delivering practical, sector-relevant skills development to enterprises
Leadership/management experience (section 2.3.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	2 years of relevant professional experience outside Iraq
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	5 years of project experience in Federal Iraq, of which 2 years in Ninewa Governorate
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	– Not applicable –
Other (section 2.3.9 of the assessment grid):	Demonstrated ability to adapt technical content to different business sectors; where one or two priority sectors are proposed, documented expertise in those sectors

Expert 4: Project Officer (section 2.4 of the assessment grid)

This position is a key expert.

Tasks of expert 4 (Project Officer)

- Develop and oversee the implementation of the project work plan
- Coordinate with trainers, participants and project staff to ensure timely execution of activities
- Create the call for applications, identify the selection mechanism, organise the brief interviews with GIZ participation and invite the final selected participants after GIZ approval
- Select and organise the training venue, and prepare the agenda and any other handouts
- Facilitate market, buyer, supplier, investor and responsible-finance linkages for participating businesses
- Track progress against objectives and provide regular reports to management
- Identify challenges and propose solutions for project success
- Support procurement processes in coordination with the finance and logistics team

Qualifications of expert 4 (Project Officer)

Education/training (section 2.4.1 of the assessment grid):	Bachelor's degree in business administration, management, economics, engineering or a related field
Language (section 2.4.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B1 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.4.3 of the assessment grid):	3 years of professional experience in MSME development, entrepreneurship, private-sector development or livelihoods projects
Specific professional experience (section 2.4.4 of the assessment grid):	2 years of professional experience in coordinating project delivery with NGOs, public or private stakeholders and vulnerable communities
Leadership/management experience (section 2.4.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	2 years of professional experience in implementing projects in Ninewa Governorate
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	– Not applicable –

Other (section 2.4.9 of the assessment grid):	Proficiency in project management and facilitation tools (e.g. MS Office, Kahoot, Mentimeter)

Expert 5: Logistics Assistant (section 2.5 of the assessment grid)

This position is a key expert.

Tasks of expert 5 (Logistics Assistant)

- Coordinate the procurement of training materials and equipment and venue bookings, and support the documentation and verification visits for the 70 cash grants
- Ensure compliance with procurement policies and proper documentation
- Organise venues, catering, accommodation and transportation for participants
- Ensure that the necessary materials and tools are available for practical and theoretical training sessions
- Maintain records of purchased items and manage inventory
- Support the proper usage and storage of training equipment
- Assist in processing travel arrangements and reimbursements for participants and trainers
- Provide logistical support for field visits and networking events

Qualifications of expert 5 (Logistics Assistant)

Education/training (section 2.5.1 of the assessment grid):	Diploma or bachelor's degree in logistics, supply chain management, business administration or a related field
Language (section 2.5.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B1 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.5.3 of the assessment grid):	3 years of professional experience in logistics or administrative support
Specific professional experience (section 2.5.4 of the assessment grid):	1 year of professional experience in procurement processes and event coordination in NGO or donor-funded projects, including event management and basic finance and accounting tasks
Leadership/management experience (section 2.5.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	2 years of professional experience in Ninewa Governorate

Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	– Not applicable –
Other (section 2.5.9 of the assessment grid):	– Not applicable –

Expert 6: Finance Officer (section 2.6 of the assessment grid)

This position is a key expert.

Tasks of expert 6 (Finance Officer)

- Develop and monitor project budgets and prepare financial reports for management and GIZ
- Track expenses and ensure proper allocation of funds
- Maintain accurate financial records, including invoices, receipts and payroll
- Ensure that all financial transactions comply with organisational policies and donor requirements
- Support procurement processes and vendor payments
- Process staff salaries, trainer fees and participant transportation allowances
- Oversee the budgeting, grant agreements, disbursement in two instalments and financial documentation for the cash grants of all 70 participating businesses

Qualifications of expert 6 (Finance Officer)

Education/training (section 2.6.1 of the assessment grid):	Bachelor's degree in finance, accounting, business administration or economics
Language (section 2.6.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B2 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.6.3 of the assessment grid):	4 years of professional experience in financial management
Specific professional experience (section 2.6.4 of the assessment grid):	2 years of professional experience in recording and maintaining financial transactions in NGO or development projects, including donor financial reporting and compliance
Leadership/management experience (section 2.6.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.6.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.6.7 of the assessment grid):	2 years of professional experience in Ninewa Governorate

Experience in the field of development cooperation (section 2.6.8 of the assessment grid):	– Not applicable –
Other (section 2.6.9 of the assessment grid):	– Not applicable –

Expert 7: Communication Specialist (section 2.7 of the assessment grid)

This position is a key expert.

Tasks of expert 7 (Communication Specialist)

- Develop and implement a communication and visibility plan for the project under the guidance of the GIZ communication specialist
- Ensure that branding and messaging align with project objectives
- Create promotional materials, press releases and blog posts
- Develop the outreach plan in coordination with the team
- Organise networking events, the graduation ceremony and outreach campaigns
- Track engagement metrics and prepare reports on communication effectiveness
- Document activities with photos on a daily basis and collect success and impact stories from participants, with their informed consent

Qualifications of expert 7 (Communication Specialist)

Education/training (section 2.7.1 of the assessment grid):	Diploma or bachelor's degree in communications, journalism, public relations or marketing
Language (section 2.7.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B2 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.7.3 of the assessment grid):	3 years of professional experience in communication, media or marketing roles
Specific professional experience (section 2.7.4 of the assessment grid):	1 year of professional experience in social media management, content creation and public relations, including visibility products in line with donor branding requirements
Leadership/management experience (section 2.7.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.7.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.7.7 of the assessment grid):	2 years of professional experience in Ninewa Governorate

Experience in the field of development cooperation (section 2.7.8 of the assessment grid):	– Not applicable –
Other (section 2.7.9 of the assessment grid):	– Not applicable –

Expert 8: Monitoring and Evaluation (M&E) Specialist (section 2.8 of the assessment grid)

This position is a key expert.

Tasks of expert 8 (M&E Specialist)

- Design and implement an M&E framework covering technical capacity, business performance, use of the cash grants, employment outcomes and social-cohesion results
- Define KPIs and safe, disaggregated data-collection methods for module objective indicators 2 and 3 and output indicators 3.1, 3.2 and 5.1
- Conduct baseline, post-training (midline) and endline assessments
- Collect both qualitative and quantitative data from participants, stakeholders and trainers
- Analyse participant progress and project effectiveness
- Prepare reports on project performance, challenges and lessons learned
- Ensure continuous improvement by integrating feedback mechanisms
- Ensure ethical and gender-sensitive data collection
- Prepare the monthly datasets and contribute to the monthly progress reports and the final report, highlighting key findings and impact

Qualifications of expert 8 (M&E Specialist)

Education/training (section 2.8.1 of the assessment grid):	Bachelor's or master's degree in monitoring and evaluation, statistics, social sciences or a related field
Language (section 2.8.2 of the assessment grid):	Arabic, C1 level in the Common European Framework of Reference for Languages (6 points) and English, B2 level in the Common European Framework of Reference for Languages (4 points)
General professional experience (section 2.8.3 of the assessment grid):	4 years of professional experience in M&E, impact assessment or programme evaluation
Specific professional experience (section 2.8.4 of the assessment grid):	2 years of professional experience in using data collection, analysis and visualisation software (MS Excel, Power BI, KoBoToolbox or similar), including donor reporting and compliance
Leadership/management experience (section 2.8.5 of the assessment grid):	– Not applicable –

International professional experience outside the country/region of assignment (section 2.8.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.8.7 of the assessment grid):	2 years of professional experience in Ninewa Governorate
Experience in the field of development cooperation (section 2.8.8 of the assessment grid):	– Not applicable –
Other (section 2.8.9 of the assessment grid):	– Not applicable –

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

In addition, the following soft skills are expected for the individual positions:

- Expert 1 (Project Manager (team leader)): strong planning, coordination and execution of project activities; ability to develop and manage work plans, budgets and timelines effectively; decision-making and problem-solving to address challenges proactively; leadership and team management to guide and support project staff; experience of working with start-ups, incubators and investor networks; knowledge of inclusive business models that support women, refugees and persons with disabilities
- Expert 2 (Business and Entrepreneurship Trainer): strong facilitation and coaching skills; ability to engage diverse groups, including vulnerable communities; experience of working with start-ups, incubators and investor networks; excellent communication and presentation skills; knowledge of inclusive business models that support women, refugees and persons with disabilities
- Expert 3 (Sector and Technical Skills Expert): strong practical training and mentoring skills; ability to work with diverse and vulnerable communities; hands-on experience with MSME production and service processes, technology adoption and resource-efficient business practices; excellent communication and report-writing skills

- Expert 4 (Project Officer): strong leadership, coordination and problem-solving skills; ability to work in a team and in a multi-stakeholder environment; excellent report-writing and communication skills in Arabic and English
- Expert 5 (Logistics Assistant): strong organisational and problem-solving skills; attention to detail and ability to handle multiple tasks simultaneously; proficiency in MS Office (Excel, Word, Outlook); strong interpersonal and negotiation skills
- Expert 6 (Finance Officer): strong analytical and financial management skills; attention to detail and ability to meet deadlines; fluency in Arabic and English
- Expert 7 (Communication Specialist): strong storytelling and writing skills; ability to design marketing materials using Canva, Adobe Suite or similar tools; creativity and ability to engage different target audiences
- Expert 8 (Monitoring and Evaluation (M&E) Specialist): strong analytical and research skills; ability to interpret data and present insights clearly; excellent report-writing and presentation skills

Soft skills are not evaluated.

Staff presentation (section 2.11 of the assessment grid)

– Not applicable –

5. Costing requirements

In your tender, please do not deviate from the quantities and budgets specified in these ToRs and the price schedule. These are part of the competitive tender procedure and are used to ensure that the tenders can be compared objectively. Please note: only inputs that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

All amounts in these ToRs and in the price schedule are in Iraqi dinar (IQD).

5.1 Assignment of experts

Expert days are the basis for calculating the period of assignment of the experts. Expert days are full working days. The standard number of expert days per year is 220. All experts work in the country of assignment (Ninewa Governorate, Iraq); no international or national flights are foreseen.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment * in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights	Number of national flights
Expert 1	0	110	110	No	0	0

Expert 2	0	55	55	No	0	0
Expert 3	0	55	55	No	0	0
Expert 4	0	200	200	No	0	0
Expert 5	0	110	110	No	0	0
Expert 6	0	70	70	No	0	0
Expert 7	0	45	45	No	0	0
Expert 8	0	70	70	No	0	0
Total	**0**	**715**	**715**		**0**	**0**
Backstopping (to the extent travel is required):	Not applicable					

The 110 expert days for Expert 1 (team leader) correspond to about 60% of the contract term of 10 months. The expert days cover the following inputs:

- Expert 1: project-management input distributed across the 10-month contract term for inception, implementation, oversight of the cash grants, monitoring, stakeholder coordination and close-out
- Expert 2: curriculum preparation, delivery of up to 15 training days, individual coaching and business-plan review for 70 participants, validation of grant needs and reporting
- Expert 3: curriculum adaptation, sector-relevant technical training, technical needs assessment, review of 70 business plans and investment plans, coaching and reporting; if one or two priority sectors are approved, the expert must demonstrate relevant expertise
- Expert 4: full-time implementation coordination across the 10-month term, including outreach and selection, participant follow-up, training logistics, stakeholder coordination, procurement support, issue resolution and reporting
- Expert 5: venue arrangements, workshop procurement and inventory, field visits, verification visits and supporting documentation for the 70 cash grants throughout implementation
- Expert 6: oversight of budgets, procurement controls, vendor payments, grant disbursement, expenditure tracking and complete financial documentation for all 70 cash grants
- Expert 7: development of the communication and visibility plan and materials; support for outreach; documentation of activities, testimonials and results; external communication in coordination with GIZ
- Expert 8: establishment and operation of the M&E tools; baseline, post-training and endline assessments; maintenance of disaggregated datasets; monitoring of the cash grants and social-cohesion results; support for monthly and final reporting

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

– Not applicable –

5.3.2 Travel expense requirements

– Not applicable –

No travel expenses (flights, CO2 offsets, transfers, per-diem and accommodation allowances, visas) are foreseen for the contractor's experts, as all experts work in Ninewa Governorate. Local transport of the experts within Ninewa, including visits to the participating businesses, is covered by the vehicle operating costs in section 5.6. The transportation allowance for participants and the vehicles for the field visits are covered by the workshop budget in section 5.7.

5.4 Procurement of services and works

– Not applicable –

5.5 Procurement of materials and equipment

– Not applicable –

5.6 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer. Higher lump sums are not to be included in the tender.

	Months	Lump sum per month up to
Office operating costs (office rent, electricity, water fees, internet and communication, bank fees)	10	IQD 1,750,000
Vehicle operating costs (local transport of the experts within Ninewa, including about 210 visits to the 70 participating businesses for needs assessment, grant monitoring and verification of use)	10	IQD 840,000

The contractor works from its own office in Ninewa Governorate. GIZ and the partners do not provide office space.

5.7 Workshops, education and training

The workshop budget exceeds 10% of the contract value. Its management is therefore assigned to Expert 5 (Logistics Assistant) and Expert 6 (Finance Officer), under the responsibility of Expert 1 (see section 4).

The contractor runs the following workshops/study trips/training courses:

- Business management and entrepreneurial skills training, including occupational health and safety, business formalisation, inclusive workplace practices and conflict-sensitive business cooperation
- Sector-specific technical skills training, adapted to participant needs and any approved sector focus, including resource efficiency, digitalisation and occupational health and safety
- Both courses together comprise 10 to 15 full training days for 70 participants, with hands-on field activities and six field visits
- At least four structured social-cohesion and networking sessions, including at least two community or value-chain engagement activities
- Pitching, buyer-supplier and market-linkage sessions
- Lessons-learnt session with all relevant stakeholders

Workshop budget: IQD 61,475,000

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire (suitable, safe and accessible venues) and technical systems (projector)
- Catering (two coffee breaks and a lunch break on each training day, considering different dietary habits)
- Workshop materials and stationery
- Visibility materials and certificates
- Transportation allowance for participants of IQD 20,000 per participant per training day, according to the distance to the venue (70 participants for up to 15 training days, IQD 21,000,000)
- Vehicles with driver for six participant field visits (IQD 175,000 per visit, IQD 1,050,000)
- Other costs relating to the social-cohesion, networking, pitching and market-linkage sessions

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and the operating costs (see sections 5.1 and 5.6 above).

Please describe in your concept how you intend to implement a sustainable event management.

5.8 Local contributions

– Not applicable –

5.9 Other costs

The contractor awards needs-based cash grants to the 70 participating businesses (see work package 5 in section 2.2). A fixed budget of IQD 336,000,000 is given in the price schedule for this. Settlement is effected on submission of documentary evidence.

The cash grant budget exceeds 10% of the contract value. Its management is therefore assigned to Expert 6 (Finance Officer), supported by Expert 5 (Logistics Assistant), under the responsibility of Expert 1 (see section 4).

Item	Description
Total participants	All 70 participating businesses, including at least 35 women-led businesses, at least 7 businesses led by persons with disabilities and at least 35 businesses led by displaced persons (refugees, IDPs and IDP returnees)
Type of support	Cash grant for productive equipment, tools, machinery, software, licences, materials or other approved business needs that directly enable the establishment, reactivation or expansion of the business
Value per business	Needs-based, between IQD 3,000,000 and IQD 7,500,000 per business, at an average of IQD 4,800,000. Grants above the average are possible only to the extent that other grants are below it: the total of all 70 grants must not exceed the total budget
Total budget	IQD 336,000,000 (fixed, unalterable budget; no mark-up or handling fee may be charged on the grants)
Disbursement modality	Transfer by the contractor in two instalments (60% and 40%) on the basis of a written grant agreement and the approved business plan and investment plan, preferably through digital banking or digital wallets; the second instalment is transferred after the participant has submitted the financial and supporting documents for the first instalment
Reimbursement modality	Against evidence (signed grant agreements, transfer confirmations, and invoices or receipts submitted by the participants for the items financed)

Not eligible	Medicines; agrochemicals, meaning pesticides (plant protection and pest control products) and mineral fertilisers; repayment of debts; private consumption; the purchase of land or buildings; and items with a significant negative environmental impact. Seeds and organic fertilisers remain eligible

In section 3.5, the contractor must describe the quality assurance of the award, disbursement and verification of use of the cash grants, including safeguards against misuse.

5.10 Flexible remuneration item

Budget for flexible remuneration: IQD 40,000,000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

Use of the flexible remuneration item requires prior written approval from GIZ.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. In particular, the technical-methodological concept follows the positively weighted criteria in section 1 of the assessment grid (1.1 to 1.5), and the CVs clearly address the criteria for Experts 1 to 8 in section 2 of the assessment grid. The tender must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CVs). If any of the prescribed page limits is exceeded, the contents of the pages that are over the limit will not be considered in the assessment. Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs (Experts 1 to 8) must be in the EU format and not more than four pages in length. The CVs must be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project

- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

Please calculate your financial tender based exactly on the parameters specified in section 5 (Costing requirements). The contractor is not contractually entitled to use up the expert days, workshops or budgets in full. The quantities and budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option(s) if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The items shown in section 5 (Costing requirements) of these Terms of Reference can be increased by up to 100% of the quantities and budgets specified there, so that the overall contract value does not exceed twice the original contract value, and the contract term can be extended by up to 10 months, but not beyond the end of the term of the EPSI project (currently 30.09.2028). Within this framework, the options can be exercised in up to two parts.

The option covers in particular the support of a further cohort of up to 70 entrepreneurs/MSMEs in Ninewa Governorate with the same package of services (work packages 1 to 7 in section 2.2), under the same participation quotas, quality requirements and reporting obligations, and continued coaching, market-linkage and follow-up support for the businesses of the first cohort. The optional services are remunerated on the basis of the unit prices and conditions of the original contract.

Precondition:

The option can be exercised if all of the following preconditions are met at the time it is exercised:

- EPSI continues its operations in Ninewa Governorate within its commissioned project term, and the optional services can be completed within that term.
- The funds required for the optional services are available in the approved budget of the EPSI project.
- There is a continued and documented need for the services in order to achieve the module objective and output indicators set out in section 2.2 (module objective indicators 2 and 3 and output indicators 3.1, 3.2 and 5.1), as shown by the results-based monitoring of EPSI.
- The contractor has delivered the milestones of the original contract that are due at that time in the agreed quality and on schedule, and GIZ has accepted the corresponding reports.

GIZ informs the contractor in writing of its intention to exercise the option as early as possible and, as a rule, no later than one month before the end of the original contract term. The option is exercised by means of a written contract amendment. The contractor is not entitled to the option being exercised.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

– Not applicable –

7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

– Not applicable –

8. Annexes

– Not applicable –