

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

Development and implement a business upscaling module	Project number/ cost centre: 17.4061.2-001.00
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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2020
BMZ	German Federal Ministry for Economic Development and Cooperation
EPIC	Economic and social participation of vulnerable displaced and local population in the South Caucasus
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IDP	Internally displaced persons
CSO	Civil Society organization
LNOB	Leave No One Behind
NGO	Non-governmental organization
ToR	Terms of reference

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a service enterprise for development cooperation with international operations and global experience. Owned by the Federal Republic of Germany, the organisation operates as a private-sector enterprise with a development-policy mandate: to make sustainable improvements to the living conditions of people in partner countries world-wide.

The Economic and social participation of vulnerable displaced and local population in the South Caucasus - EPIC is a regional programme, implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH since 2017. The programme is commissioned by the German Federal Ministry for Economic Development and Cooperation (BMZ) under the Special Initiative – Tackling the Root Causes of Displacement, Reintegrating Refugees (SI Displacement).

To reach its aim of improving the economic and social participation of vulnerable internally displaced persons (IDP), refugees and members of the local population in the South Caucasus EPIC intervenes in the following 5 components:

1. Capacity development of state or civil society organisations, to provide new or improved services directed towards economic and social participation of the targeted population.
2. Increasing economic perspectives of vulnerable internally displaced persons and members of the local population, especially women and young people.
3. Creating new economic perspectives for vulnerable internally displaced women and women of the local population, with and without disabilities.
4. Enabling vulnerable internally displaced persons and members of the local population, especially young people and women, and their organisations, to promote change in their communities
5. Capacitating state institutions, civil society actors, and representatives of the vulnerable internally displaced persons and members of the local population to lead the dialogue.

All five objectives target especially women, young people, and people with disabilities.

In Georgia the project covers Samegrelo and Kvemo Kartli regions, including Tbilisi.

The EPIC commits for the Gender Marker 2¹, which implies that gender equality is the main objective of the programme and is fundamental in its design and expected results. The program is designed with the principal intention of advancing gender equality and/or the empowerment of women and girls, reducing gender discrimination or inequalities, or meeting gender-specific needs. Moreover, fostering the participation and empowerment of young people and people with disabilities is a cross-cutting priority for all EPIC activities and is reflected in the program's indicators.

2. Scope of Work

The service of the announced tender refers to the Component 3, which aims at the increased economic perspectives of vulnerable internally displaced women and women of the local population, with and without disabilities through creation of new economic perspectives. The activity specifically aims to create and support the networks of women business owners and to upscale their businesses in order to have increased income, better access to the information and/or improved set of skills and resources to run the business, that ultimately promotes increased social and economic participation of the network members.

¹ See: <https://www.oecd.org/dac/gender-development/Minimum-recommended-criteria-for-DAC-gender-marker.pdf>

The Women Business Owner's Forum (WBO Forum) has been created as an initiative of Component 3 on gender equality that aims to economically empower women through private sector promotion. It is a network of women business owners, start-uppers and entrepreneurs and most of the members of the forum were supported under GIZ's interventions in previous years.

The WBO Forum members are mostly IDP women, women living in rural areas and/or women from vulnerable backgrounds². The Forum has around 50 active members and is open for new membership. The forum serves as a woman only platform for information and experience sharing, networking and growth. WBO Forum aims to facilitate the exchange of information, to promote business development, and to encourage education and personal development for better outcomes. Therefore, the Forum is considered to be the complementary initiative for the announced service and provide all available information, data and knowledge to the benefit of the development of Business Upscaling Module and formation of women networks. Moreover, the members of WBO can be potential beneficiaries of the implementation of business upscaling module.

Notwithstanding the fact, that most of the Forum members have been successfully managing their businesses, during the inception phase of activity it was revealed that lack of networking, business experience and contacts represented huge barrier for women business owners to further develop their businesses. Forum discussions revealed that women entrepreneurs, that own micro and small businesses or want to start one, are facing significant barriers to business startup and growth. Negative stereotypes are often used against growth-oriented women business owners. Structural and cultural factors negatively influence women's entrepreneurship in complex ways and lack of mobility affects both their ability to grow their business and connect with the markets. As a result, female entrepreneurs from vulnerable communities have less exposure to formal business/financial education, networks and markets and tend to operate in smaller and informal networks, often running their enterprises from home.

To respond to this challenge, it is important to support entrepreneurs on a local level with the set of practical tools that will activate and empower women to acquire business skills and knowledge and financial literacy that could translate into increased access to finances and/or increased income.

The WBO's business upscaling module is thought to be the practical tool that will be linked to WBO Forum and developed with the understanding that:

- Women business owners face specific challenges that are strongly intertwined with women's limited access to the financial and non-financial resources, education, employment, mobility, and basic healthcare in the country.
- Women business owners from vulnerable backgrounds (internally displaced women, women from the woman-headed households, women from socially marginalized families, women with disabilities, women victims of violence, etc.) face specific barriers that are created by the interconnected nature of above-mentioned social categorizations (not limited to) resulting in interdependent systems of discrimination or disadvantage.

² According to the Indicator Metadata for EPIC Results Matrix 2022:2025 the vulnerability broad definition covers following groups: Person with disabilities (PWDs) (both, self-perceived and with an official status); single parents (Mother/Father/Caregiver); persons without employment / unemployed; displaced persons; persons with a chronic disease or severe medical condition; persons with limited access to stable and adequate housing; persons with a limited ability to pay for the basic needs; persons with limited access to health care services; persons with limited access to education; persons with limited access to transportation; persons with limited access to water; persons with limited access to food; persons with average monthly income less than 200 EURO

Target locations of the proposed service is Samegrelo and Kvemo Kartli as well as Tbilisi.

3. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

1. Conduct resource mapping and capacity assessment of the women business owners according (but not limited) to the data already available by the EPIC and if needed, announce the call for applications.³
2. Form the team of experts and develop business upscaling module with the action plan/timeline for the implementation. The concept of the module should be submitted with the Technical-Methodological Concept (see Chapter 3).
3. Conduct selection and onboarding of women business owners and conduct orientation sessions to promote commitment to the business upscaling module, explain the importance of being involved in the activities and possible outcomes.
4. Conduct baseline assessment with selected women business owners.
5. Develop business upscaling module for women business owners, start-uppers and entrepreneurs, including the following measures:
 - a. Form **2 (two) thematic networks**⁴, with minimum **15 (fifteen) women enrolled** per network, and support networking within the thematic groups as well as among the WBO Forum members.
 - b. Carry out field trips to the target locations (up to 20 trips/3 times per month):
 - to deliver training and coaching sessions;
 - to develop the set of skills that will be needed for the members, based on the findings of the resource mapping and capacity assessment.
 - carry out informational and motivational sessions with the involvement of role models from the private sector enterprises.
 - c. Provide the overall guidance and one-to-one feedback to the businesses (including consultations on different topics of interest and need) and support them to develop at least 6 months business development/upscaling plan.
6. Implement the business upscaling module for **2 (two) networks**.
7. Conduct end-line assessment.

The module should be developed and implemented in close cooperation with the EPIC, in a gender responsive, inclusive and context sensitive way, using intersectionality as a main tool for the planning and implementation.

➤ Indicators

The proposal shall set target values for the indicators provided below and clearly state the sources and methodology for estimating targets, monitoring approach during implementation, and verification upon completion of the project:

- **21 (70%) of 30 members from 2 new or existing women's networks report that their networks were supported to promote the social and economic participation of their members.**
- **At least 70% of members confirm that their economic integration has increased.**

³ The beneficiaries for the networks will be selected from the WBO Forum database, however, if need be, the Contractor could also announce the open call for applications.

⁴ based on the findings of the resource mapping, networks will be formed either according to the type of service/the field of work, geographical location, or the needs of beneficiaries.

For all indicators, the data shall be disaggregated by age, gender, displacement, and disability status for each region covered.

The following milestones should be achieved according to the indicated timeframe:

N	Milestone	Deadline
1	Conduct resource mapping and capacity assessment of the women business owners according (but not limited) to the data already available by the EPIC and in need be, announce the call for applications.	June 2023
2	Form the team of experts and develop business upscaling module with the action plan/timeline for the implementation. <u>The concept of the module should be submitted with the application.</u>	June 2023
3	Conduct selection and onboarding of women business owners and conduct orientation sessions to promote commitment to the business upscaling module, explain the importance of being involved in the activities and possible outcomes.	June 2023
4	Conduct baseline assessment with selected women business owners.	July 2023
5	Develop business upscaling module for women business owners	August 2023
7	Implement business upscaling module for 2 (two) networks	September - November 2023
8	Conduct end-line assessment and provide final report	December 2023

Period of assignment: From June 2023 until December 2023.

4. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 3 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision. The format of the offer should cover following chapters: **strategy, cooperation, steering, processes and learning & innovation**, namely:

Technical-methodological concept

Strategy: The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 3).

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

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 3 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 3.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

The bid should not exceed 15 (fifteen) pages, excluding CVs and other additional material (budgets, etc.)

Other specific requirements

The bid should put a special emphasis on women empowerment and use intersectional approach to address the needs of the women, with multiple layers of vulnerabilities.

Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018

In addition to the reports required by GIZ in accordance with AVB, the contractor submits the following reports:

- Resource mapping and capacity assessment of women business owners
- The women business owners' business upscaling module framework.
- Brief quarterly reports on the implementation status of the project (5-7 pages) and final report
- The results of the baseline and end-line assessment with relevant data.

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; 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.

The bidder is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the bid in accordance with section 5.4 of the AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

5. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 8), the range of tasks involved and the required qualifications.

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

➤ **Team leader**

Tasks of the team leader

- Up to 50 expert days
- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Creating the team of experts to design, plan, implement and monitor the women business owner's business upscaling module and ensure to do this in inclusive, conflict, context and gender sensitive way.
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Carrying out field trips to the target locations to oversee the provided support to the target group
- Regular reporting in accordance with deadlines

Qualifications of the team leader:

- **Education/training (2.1.1):** University qualification (Master) in business or public administration, development studies And/or relevant fields
- **Language (2.1.2):** Excellent business language skills in English and Georgian.
- **General professional experience (2.1.3):** 10 years of professional experience in the project management sector or in a similar position at development projects, NGOs, CSOs, international organizations.
- **Specific professional experience (2.1.4):**
 - Proven experience in developing and implementing economic empowerment interventions in the private sector (please provide at least 2 previous relevant project description / references);
 - Demonstrated development skills particularly those that are pertinent to GIZ's strategic priorities on gender issues and women's rights
 - Ability and capacity for implementation, monitoring and evaluation of gender and women's economic empowerment interventions aiming to upscale women owned businesses in private sector
 - Experience in designing and implementing trainings and advisory services. Experience with vulnerable population groups, especially IDPs/refugees, persons with disabilities, ethnic minorities, women and youth.
 - Ability to establish and maintain strategic networks and partnerships
 - Ability to develop strategies and analytical papers and tools
 - Excellent knowledge of results-based management principles and approaches
- **Leadership/management experience (2.1.5):**
 - 10 years of management/leadership experience

The bidder must provide a clear overview of the set-up of all proposed pool of short-term experts, specifying their individual qualifications in line with the key required qualifications and competences.

➤ **Pool of short-term experts**

Tasks of the short-term expert pool (from 2 to 4 experts)

- 2 to 4 experts
- Up to 30 expert days
- Participation in the elaboration of the WBO's business upscaling module
- Participation in the selection process
- Carrying out field trips to the target locations to deliver trainings/coaching/follow-up consultations to the WBO network members

Qualifications of the short-term expert pool

- **Education/training (2.6.1):** experts with university qualification in public or business administration, social sciences, economy, gender and development studies; particularly, marketing and communications.

- **Language (2.6.2):** All experts should be highly proficient in spoken and written English and the Georgian
- **General professional experience (2.6.3):** experts with 5 years of experience in the professional/business and personal skills development sector
- **Specific professional experience (2.6.4):** experts with 5 years of experience in business coaching/training and consultancy
- **Other (2.6.7):** Experience with vulnerable population groups, especially IDPs, persons with disabilities, ethnic minorities, women and youth; in addition to their specialist qualifications, the following qualifications are required of team members:
 - Team skills
 - Initiative
 - Communication skills
 - Socio-cultural competence
 - Efficient, partner- and client-focused working methods
 - Interdisciplinary thinking
 - High level of cultural sensitivity, non-discriminatory attitude
 - Promoting innovation and learning

6. Costing requirements

Assignment of personnel

The bidder must provide the detailed plan of the assignment of personnel, indicating the expert days for a Team Leader and Pool of Experts required to fulfil the assignments outlined in Chapter 2 and corresponding to the qualifications outlines in Chapter 4, within the set assignment timeframe.

The bidder should provide the budget outlining the below indicated chapters:

Personnel with estimated expert days/months

- Team leader
- Short-term expert pool

Travel

The bidder is required to calculate the travel of the specified experts it has proposed based on the places of performance stipulated in Chapter 3 (Samegrelo, Kvemo Kartli and other potential regions in Georgia) and list the expenses separately by accommodation expenses and other travel expenses.

Workshops, trainings

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

- Trainings, workshops, consultations, coaching
- Events, meetings, conferences

Please, note that the costs for the activities should cover the facilities (venue, catering, transportation of beneficiaries (if required), training supplies).

Other costs

- Visibility
- Venue
- Support costs with a fixed budget

The financial proposal shall clearly state:

- All types of costs to be charged to the project for implementation of this assignment, **excluding VAT**.
- **Fee rate of experts (Team Leader, pool of experts, etc.) assigned shall cover all personnel costs, including ancillary personnel costs; backstopping, communication and reporting costs; and all overheads, profit, interest, risks, etc.**

7. Inputs of GIZ or other actors

Not relevant.

8. Requirements on the format of the bid

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

The complete bid shall not exceed 15 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 5 of the ToR must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs 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).

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

Apart from the **Technical-Methodological Concept**, the bid should include the **following mandatory documents** designed according to the attached templates:

- Logical framework
- Plan of action