

## TOR for STE-Assignments / Advisory / Services Contract

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| <b>Project:</b>  | Enhancing Company's Competitiveness through Quality Infrastructure (QUIS - Better Goods and Services)   |
| <b>PN:</b>       | 23.2227.9-001.00  |
| <b>Activity:</b> | Provision of ISO trainings and advisory services on quality management systems (QMS) to local companies |
| <b>Period:</b>   | September 2025 – May 2026   |

### 1. Context

#### Brief information about the project

The multi-donor project “QUIS - Better Goods and Services” on 'Enhancing Company's Competitiveness through Quality Infrastructure' in Georgia (hereafter - QUIS) is jointly co-financed by the European Union, the Federal Ministry Economic Development BMZ and Czech Development Cooperation (CDC) and implemented by GIZ and CzDA.

The **Overall Objective** of QUIS is the promotion of inclusive and sustainable growth in Georgia, through the implementation of the DCFTA and its EU related commitments, with a particular focus on business, trade, environment, and better skills matching. The **Specific Objective** of the project is the improvement of competitiveness and sustainability of the local private sector in Georgia, that will be achieved through the following components (outputs):

1. Optimized regulatory and policy framework for quality infrastructure in line with EU and international requirements that promotes competitiveness of the Georgian products (goods and services).
2. Improved compliance with European and international standards of conformity assessment bodies.
3. Improved compliance with European and international standards of local producers.
4. Raised awareness for Georgian companies regarding the potential of private standards or state regulation.
5. Intensified cooperation between quality infrastructure institutions and private sector actors.

The service outlined under the ToR refers to **Component 3** that aims at providing companies with the technical capacities to comply with European and international quality standards, thus enhancing their competitiveness through adoption of standards, such as **quality management (ISO 9001), environmental management (ISO 14001), occupational health and safety (ISO 45001)**, contributing to sustainability and access to international markets.

Specifically, the service shall contribute to the **alignment to and acquisition of ISO/EN standards** by the local companies through their enhanced awareness and knowledge that will assist them in establishing quality management systems/QMS, thus will advance their understanding of the importance of a quality-oriented corporate culture; and ultimately, support their certification according to international requirements.

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### **2. Tasks to be performed by the tenderer:**

In response to the service objective and set output indicator:

- **companies have the technical capacity to implement quality management systems / companies have taken measures that are relevant for compliance with international standards**

the tenderer is responsible for providing the following services:

**2.1 Awareness-raising:** conduct **1 day awareness sessions** for a wider group of companies, that will facilitate building a quality- and compliance-oriented mindset of companies; promote understanding of companies for the **value of ISO standards, how they apply to their operations, and what implementation involves**, covering potential topics but not limited to:

- **What is a Quality Management System**
- **Introduction of ISO standards** (ISO 9001/Quality Management Systems; ISO 14001/Environmental Management; ISO 45001/Occupational Health and Safety; ISO 50001/Energy Management)
- **Structure of ISO Management System Standards**
- **Implementation steps**
- **Certification Process and cycle**
- **Workshop on Case Studies**

**2.2 Training course:** design and deliver a 3 to 5day training program for QMS quality managers and internal auditors representing local industrial profile companies, aiming at developing expertise in the following:

- **Fundamentals of Quality** (overview of ISO, core principles, benefits and challenges, structure; etc.)
- **Overview of mainstream ISO standards<sup>1</sup> with deeper dive in ISO 9001**
- **Leadership, Planning, and Risk-Based Thinking** (commitment, policy and objectives, roles and responsibilities, risk analysis, mitigation measures and opportunities, management tools, etc.)
- **Performance Evaluation and Improvement** (monitoring and performance evaluation; management review; internal audits; customer satisfaction measurement; corrective action and improvement; etc.)
- **Implementation and Internal Auditing** (QMS roadmap; internal auditor principles and checklist; non-conformity reports; case studies and interactive activities)

**2.3 Technical Advisory Support for Shortlisted Companies:** select up to 15 interested/committed companies out of the trained ones to provide further guidance, carry out gap analysis and prepare an action plan for the standard(s) implementation measures. The selected companies shall be consulted with and approved by QUIS project <sup>2</sup>.

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<sup>1</sup> Specific ISO standards can be defined based on empirical knowledge or surveying target groups by the tenderer or collected feedback from the companies participating in the awareness raising sessions.

<sup>2</sup> The service will be provided in case interested and committed companies are identified and provided support is feasible within the contract timeframe. Criteria for selection and brief description of companies should be provided to QUIS project.

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

| Milestones/process steps/partial services  | Deadline/                  |
|--|----------------------------|
| 1. Awareness raising and training plan is designed   | September-October 2025     |
| 2. Training materials are developed  | September - October 2025   |
| 3. Introductory session is delivered to the Growth Hub staff   | November 2025              |
| 4. Participants are selected   | October 2025 – April 2026  |
| 5. Awareness sessions are delivered to No of companies   | November 2025 – April 2026 |
| 6. Training sessions are delivered to No of companies  | December 2025 – May 2026   |
| 7. Advisory services (gap analysis, action plan) are provided to No of companies   | January – May 2026         |
| 8. Participant feedback and post-training evaluation is summarized and submitted   | March-May 2026             |
| 9. Final narrative report is compiled and submitted (including shortlisted companies gained gap analysis, action plan for implementation and highlighting the ones ready to implement the standard(s) bridging towards final stage - certification). | May 2026                   |

Period of assignment: from September 2025 until May 2026.

**Respectively, a potential service provider will be responsible for:**

- Development of content for awareness sessions and deeper training sessions
- Development of training plan (schedule of sessions, participants list<sup>3</sup>, materials, agenda)
- Assignment of respective experts (including travel to the regions)
- Support in the outreach to companies and in the recruitment/selection process of companies outreached through the Growth Hubs<sup>4</sup> operating under Enterprise Georgia
- Delivery of an introductory session to the Growth Hub team
- Developing a questionnaire for collecting information from companies about the requested ISOs
- Delivery of awareness sessions (1 day session per city)
- Delivery of a training course (3-5-day session in Tbilisi)
- Provision of a laptop for presentation and supplies (water, cups, pen, papers)
- Provision of catering service

<sup>3</sup> Participant lists should indicate consent of each participant on taking photos and processing of personal data by GIZ for one or more specific purposes, as specified in paragraph Article 6(1)(a) GDPR.

<sup>4</sup> [Growthhub](#)

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- Carrying out pre and post training evaluation and defining further actions/plans/interests of the participant companies.
- Developing assessment grid/criteria for shortlisted companies and brief proposal for follow-up advisory services (gap analysis, action plan).
- Provision of a summarized narrative report incorporating the contract implementation process, feedback analysis of participants and recommendations about the companies ready to implement the standard(s).
- Provision of a separate report on Chapter 2.3, elaborating on shortlisted companies where gap analysis and action plan were delivered, ended with conclusion and recommended follow-up needs and activities.
- Managing costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.

### Target Group

The set of activities targets at least **100 local companies (preferably, 50 led by women)** located in Tbilisi, Batumi, Zugdidi, Kutaisi, Telavi and Akhaltsikhe:

1. **Awareness raising sessions** – sessions will be held for at least 100 local companies working in industrial value chain (production and services) in Batumi, Zugdidi, Kutaisi, Telavi, Tbilisi and Akhaltsikhe; and business support organizations/associations
2. **Training sessions** – training will be held for senior or middle level staff of local companies, especially for quality managers, internal auditors, production managers, HR and compliance officers in Tbilisi; business support organizations/associations.
3. **Technical advisory support for shortlisted companies** – up to 15 companies selected/identified out of the trained ones, committed to further steps (gaps analysis and action plan for implementation of the standard)

### Eligibility for selection<sup>5</sup>:

- **Eligible companies for awareness raising sessions:**
  - Legally registered local companies working in industrial value chain (production and services)<sup>6</sup>
  - Size: Micro, small and medium enterprises/SMEs
- **Companies selected for a training session:**
  - **Legal Entity:** The company must be a legally registered business
  - **Operational Activities:** The business must be well-aware of ISO 9001 or some other management standard, but willing to upskill or reskill respective dedicated staff.
  - **Commitment from Management:** Senior leadership should be committed to learning and applying the ISO standard
  - **Resource Availability:** The company should have personnel and time to allocate for the training process

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<sup>5</sup> Selection of companies will be done by an intermediary actor, while the tenderer is responsible to support the actor in defining the final pool of companies

<sup>6</sup> Primarily the project target sectors (construction, textiles, wood products, and furniture), however the companies working as service providers, like logistics or other services provided to those sectors will also be covered

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- **Desire for Implementation/Certification or Compliance:** Companies usually pursue training with the goal of either:
  - Getting ISO certified, or
  - Aligning their operations with ISO principles and best practices.

### 3. Concept

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

#### Technical-methodological concept

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

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

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the tenderer) are to be provided.

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

### 4. Personnel concept

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

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

#### Team leader

##### Tasks of the team leader

- Overall responsibility for the advisory packages of the tenderer (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project

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- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting experts
- Regular reporting in accordance with deadlines

### Qualifications of the team leader

- Education/training (2.1.1): university degree Master in Quality Management, Management Systems, Business Administration or a related sector
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 5-7 years of professional experience in Quality Management Systems/ISO; Leadership & Project Management; Training & Capacity Building
- Specific professional experience (2.1.4): 5-7 years in conducting ISO-related advisory services, preferably in the industrial sector; implementation or assessment of QMS, organizing trainings/workshops, developing QMS documents, carrying out evaluations.
- Leadership/management experience (2.1.5): 5-7 years of management/leadership experience as project team leader or manager in a company.
- Other (2.1.8): Practical knowledge of process-based thinking and risk-based approach; strong communication and stakeholder engagement; excellent training, presentation, and facilitation skills

Short-term expert pool with minimum 2, maximum 4 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

### Tasks of the short-term expert pool

- Develop awareness and training content
- Deliver awareness sessions and training course
- Provide technical advice as follow-up support
- Quality assurance and evaluation

### Qualifications of the short-term expert pool

- Education/training (2.6.1): 2-4 experts with university qualification Master in quality management, business administration (preferably in industrial sectors), or related field. 9001 Implementer or Internal Auditor certification is advantage.
- Language (2.6.2): 2-4 experts with B2-level language proficiency in English
- General professional experience (2.6.3): 2-4 experts with 3-5 years of professional experience in the delivering training or awareness sessions on ISO 9001 (14001, 45001, 50001 will be asset); preparing customized training content; SMEs, public institutions, or donor-funded projects
- Specific professional experience (2.6.4): 2-4 experts with 3-5 years of professional experience in Implementing QMS within organizations; coaching, internal audit methodology, report writing, and corrective actions; designing training programs and materials; Knowledge of QMS aspects in industrial sectors



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- Other (2.6.7): In addition to their specialist qualifications, the following qualifications are required of team members:
  - Team and agile skills
  - Initiative
  - Communication skills
  - Socio-cultural skills
  - Efficient, partner- and client-focused working methods
  - Interdisciplinary thinking

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

### Company's Profile:

- 3.1 At least 5 years of experience in operating in the field of management systems, quality assurance, or capacity development.
- 3.2 Capacity for the assignment of the team of experts qualified to undertake the tasks under Chapter 2; for the provision of the necessary equipment and supplies; capacity to manage costs and expenditures, accounting processes, invoicing and reporting in line with the requirements of GIZ.

## 5. Costing requirements

### Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2024/2025 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Specification of inputs

| Fee days | Number of experts | Number of days per expert | Total | Comments |
|----------|-------------------|---------------------------|-------|----------|
|          |                   |                           |       |          |

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|--|-----------------|--------------------------|--------------|--|
| Designation of TL  | 1               | 15                       | 15           | Overall planning and management of the service   |
| Designation of short-term expert pool / from 2 to 4  | 2               | 35                       | 70           | Developing training materials; delivering sessions; providing advisory support; collecting feedback  |
| <b>Transport</b>   | <b>Quantity</b> | <b>Number per expert</b> | <b>Total</b> | <b>Comments</b>  |
| <b>Travel expenses (train, car)</b> <ul style="list-style-type: none"> <li>Team Leader</li> <li>Pool of experts</li> </ul> | 3 (5)           |                          |              | Travel to target locations (Batumi, Zugdidi, Kutaisi, Telavi, Akhaltsikhe), including transportation, per diem and accommodation costs   |
| <b>Other costs</b>   | <b>Number</b>   | <b>Price</b>             | <b>Total</b> | <b>Comments</b>  |
| <b>Workshops/Awareness raising sessions</b>  | 6               |                          |              | The budget contains the following costs Training supplies (note papers, pens), cups, water/tea/coffee and refreshments/catering (depending on the duration of a session during a day). |
| <b>Workshops/Training sessions</b>   | 5               |                          |              | The budget contains the following costs Training supplies (note papers, pens), cups, water/tea/coffee and refreshments/catering (depending on the duration of a session during a day)  |
| <b>Venue</b>   | 2               |                          |              | The budget contains the following costs: Venue for the 1-day awareness session in Kutaisi; and 5-day training course in Tbilisi  |
| <b>Other costs</b>   | 1               |                          |              | The budget contains the following costs Printing of training materials.  |



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### Workshops, events and trainings

The tenderer implements the following awareness and training courses:

- 1-day awareness sessions in Tbilisi, Kutaisi, Batumi, Zugdidi, Telavi and Akhaltsikhe
- 3-5-day training session in Tbilisi
- Advisory support to individual companies

### 6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Venue for the sessions\*

\*Venue of Growth Hubs will be used in Batumi, Zugdidi, Telavi and Akhaltsikhe, while the tenderer is required to provide/ensure an external rented space in Kutaisi and Tbilisi, and food service for all event days through the contract.

### 7. Requirements on the format of the tender

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

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

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

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

### 8. Data Protection, Coordination and Visibility

The tenderer reports to the QUIS Advisor and Commission Manager at GIZ.

This activity is funded by the EU and German Government and must follow communication and visibility requirements of the donors (i.e. inclusion of logos and disclaimers).

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

Participants lists should indicate the consent of each participant on taking photos and processing of personal data by GIZ for one or more specific purposes, as specified in paragraph Article 6(1)(a) GDPR.

If the tenderer is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

### 9. Conditions and Payment Terms

**GIZ shall hire a tenderer based on competitive tender offers**, ensuring an open and transparent selection and relevance to the objectives, indicators, activities and deliverables outlined in the ToR. All support costs related to the service (e.g. telecommunication, transportation, catering service, printing, etc.) should be included in the total amount of contract. Participants shall ensure logistics to the venue independently.

The financial offer should be submitted in **Georgian Lari** and shall not include VAT.

Payment for the service will be affected after fulfilment of the assignments, provision of performance and approval by GIZ:

- The first interim payment can be affected after the accomplishment of Milestone 3 according to the Milestones outlined in Chapter 2.
- The second interim payment can be affected after the accomplishment of Milestone 5 according to the Milestones outlined in Chapter 2
- Final payment will be affected after provision of the final report for accomplished works and approval by GIZ.

All documents shall be delivered electronically in English. Payments will be made via bank transfer.

### 10. Submission and deadline:

Companies and organizations registered and operating in Georgia are invited to submit their offers. The deadline for the submission is COB August 15, 2025.