

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

CONFIDENTIAL

Technical assistance to local companies for ISO standards implementation and certification readiness	Project number/ cost centre: G-012388-001
---	--

List of abbreviations	2
1. Context.....	3
2. Tasks to be performed by the contractor	3
2.2 Hands-on Implementation Support and Coaching	4
2.3 Internal Audit System Development and Corrective Actions	4
2.4 Pre-Certification Audit and Final Readiness Support	4
3. Concept.....	6
Technical-methodological concept	6
Project management of the contractor (1.6)	7
4. Personnel concept.....	7
Team Leader / Key Expert (2.1)	7
Short-term expert pool with minimum 2 experts:.....	8
Costing requirements	9
Assignment of personnel and travel expenses	9
Requirements on the format of the tender	10
Outsourced processing of personal data	10

List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

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 and Federal Ministry Economic Development 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:

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 this ToR falls within Component 3, which aims **to strengthen the technical capacities of companies to comply with European and international quality standards** and enhance their competitiveness and sustainability. The initiative serves as follow-up phase of the intervention implemented under the project that raised awareness on ISO standards and quality management principles among local companies and fostered their engagement in pursuing implementation and certification processes. Building on this enhanced awareness and strengthened capacities, QUIS intends to continue supporting companies that demonstrate readiness and commitment to advancing toward implementation and certification of relevant ISO standards.

The objective of service is to deliver **tailored, hands-on technical assistance to up to 10 selected companies**. The support will focus on guiding these companies through the practical steps required for the implementation of relevant ISO standards (such as ISO 9001, ISO 14001, ISO 45001 or other potential ones, based on the market demand) and preparing them for certification audits.

The assignment will place particular emphasis on strengthening internal management systems, developing and operationalizing compliant documentation, and embedding practices necessary to achieve audit readiness. The scope of work covers explicitly preparation for certification through respective support and guidance and does not include the certification process and audit itself, which is conducted by certification body

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

2.1 Diagnostic Review and Implementation Planning

- Conduct in-depth company-level diagnostic assessments against the selected ISO standard(s);

- Review and validate existing gap analyses;
- Identify critical non-conformities and areas requiring improvement;
- Develop or refine company-specific, time-bound implementation roadmaps with clear milestones and responsibilities.

2.2 Hands-on Implementation Support and Coaching

- Provide tailored advisory support for the development and improvement of:
 - Internal policies and operational procedures;
 - Process maps and workflow documentation;
 - Document control and record-keeping systems;
- Support the establishment of key performance indicators (KPIs) and monitoring mechanisms;
- Deliver coaching sessions for designated company staff (e.g., quality managers, internal auditors, compliance officers, senior management);
- Facilitate practical, case-based problem-solving sessions to address implementation challenges.

2.3 Internal Audit System Development and Corrective Actions

- Support companies in establishing or strengthening internal audit systems and procedures;
- Provide on-the-job coaching for internal audit teams;
- Conduct or facilitate internal audits jointly with company staff;
- Support identification, documentation, and analysis of non-conformities;
- Guide companies in implementing corrective actions, including root cause analysis and follow-up measures;
- Introduce continuous improvement approaches.

2.4 Pre-Certification Audit and Final Readiness Support

- Conduct pre-certification (mock) audits simulating certification body procedures;
- Assess overall compliance and readiness for certification;
- Identify remaining gaps and provide actionable recommendations;
- Provide guidance on certification processes, including:
 - Selection of accredited certification bodies;
 - Understanding Stage 1 and Stage 2 audits;
 - Preparation of required documentation.

2.5 Learning and Progress Monitoring

- Facilitate exchange of good practices and lessons learned;
- Establish and implement a simple monitoring framework to track progress against implementation plans;
- Conduct regular follow-ups.

In addition to the above tasks:

- The contractor is responsible for selecting, preparing, training and steering the national experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

- **Target Group and Eligibility Criteria**

- **Target Group:**

The assignment will target **up to 10 local companies** operating in Georgia that have demonstrated commitment to further implementation of standards.

- **Eligibility Criteria of Companies:**

- Small or medium enterprise (SME)¹ legally registered in Georgia.
- Basic understanding of ISO management standards (e.g., ISO 9001, ISO 14001, ISO 45001 or other potential ones relevant to the company) and be willing to further develop the capacities of relevant staff.
- Senior management must demonstrate a clear benefit and commitment for implementing the selected ISO standard and supporting the necessary organizational changes.
- The company must be able to allocate dedicated personnel, time, and internal resources to actively participate in the technical assistance process.
- The company must express a clear intention to implement the selected ISO standard and progress toward certification readiness, including participation in diagnostic assessments, implementation support activities, and pre-certification (mock) audits.
- Companies should engage in the project with the objective of either:
 - Preparing for ISO certification, including strengthening systems and processes to meet audit requirements; or
 - Aligning internal operations with ISO principles and international best practices, with a view to improving performance and competitiveness.
- Financial commitment to undertaking further certification costs

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

Milestones/process steps/partial services	Deadline/Deliverable
Milestone 1: Inception and Work Planning <ul style="list-style-type: none"> ○ Kick-off meetings with the contracting authority and relevant stakeholders; ○ Review of existing documentation (training results, gap analyses, shortlisted companies); ○ Final selection/confirmation of beneficiary companies; ○ Development of detailed methodology and workplan. 	Within 1-2 month from contract signature <ul style="list-style-type: none"> - Refined methodology and approach; - Detailed workplan and timeline; - Company engagement plan; - Templates/tools to be used during the assignment.
Milestone 2: Diagnostic Review and Implementation Roadmaps <ul style="list-style-type: none"> ○ Conduct in-depth diagnostic assessments for each company; 	Month 3-4 <ul style="list-style-type: none"> - Diagnostic assessment reports for each company; - Updated gap analysis matrices;

¹ Companies operating in the following sectors: construction, textile, toys and kids wood products/furniture, packaging; however the companies working as service providers, like logistics or other services provided to those sectors will also be covered

<ul style="list-style-type: none"> ○ Validate and refine gap analyses; ○ Identify priority actions and compliance gaps. 	<ul style="list-style-type: none"> - Company-specific implementation roadmaps and action plans.
Milestone 3: Implementation Support and Coaching (Mid-term Progress) <ul style="list-style-type: none"> ○ Delivery of hands-on technical assistance; ○ Development of ISO-compliant documentation (policies, procedures); ○ Coaching of company staff and management; ○ Initial implementation of systems and processes. 	Month 5-7 <ul style="list-style-type: none"> - Drafted/adapted documentation for each company; - Coaching session records; - Mid-term progress report summarizing implementation status, challenges, and next steps.
Milestone 4: Internal Audit and Corrective Actions <ul style="list-style-type: none"> ○ Establishment and/or strengthening of internal audit systems; ○ Conduct of internal audits (jointly with company staff); ○ Identification of non-conformities; ○ Support to corrective actions and continuous improvement. 	Month 7-8 <ul style="list-style-type: none"> - Internal audit reports for each company; - Corrective action plans and tracking tools; - Evidence of implemented improvements.
Milestone 5: Pre-Certification Audit and Final Readiness <ul style="list-style-type: none"> ○ Conduct pre-certification (mock) audits; ○ Assess readiness for certification; ○ Provide final recommendations and guidance on certification process. 	Month 9-11 <ul style="list-style-type: none"> - Pre-certification audit reports for each company; - Final readiness assessment reports; - Guidance note on certification process.
Milestone 6: Final Reporting and Knowledge Sharing <ul style="list-style-type: none"> ○ Consolidation of results and lessons learned; ○ Final reporting. 	Month 12 / End of assignment <ul style="list-style-type: none"> - Final assignment report, including: <ul style="list-style-type: none"> ○ Summary of results achieved; ○ Progress against initial plans; ○ Key challenges and mitigation measures; ○ Recommendations for further support.

Period of assignment: from September 2026 until August 2027.

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 measure (1.3.1).

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

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

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project (1.6.1). In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** (1.6.2) with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

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 / Key Expert (2.1)

Tasks of the team leader/key expert

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management as well as planning and steering assignments
- Providing expert guidance
- Regular reporting in accordance with deadlines

Qualifications of the Team Leader

- Education/training (2.1.1): University degree Master in Economics, Business Administration, Public Administration or related field
- Language (2.1.2): B1-level language proficiency in English
- General professional experience (2.1.3): 5 years of professional experience in the Project Management; Technical Assistance; Business/SME Development
- Specific professional experience (2.1.4): 5 years in managing consultancy/capacity development/advisory projects
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company

- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): Excellent coordination and reporting skills.

Short-term expert pool with minimum 2 experts:

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 training content
- Provide technical advice and individual coaching
- Internal and pre-certification audit and corrective actions

Qualifications of the short-term expert pool

- Education/training (2.3.1): University qualification / Master in Business Administration, Quality Management (preferably in industrial sectors), or certified auditor.
- Language (2.3.2): B2-level language proficiency in English
- General professional experience (2.3.3): 3-5 years of professional experience in the delivering on trainings, consultancy and coaching; developing training materials; working with SMEs, public institutions, or donor-funded projects
- Specific professional experience (2.3.4): 2-4 experts with 3-5 years of professional experience in implementing QMS within organizations; coaching, internal audit methodology, reporting, and corrective actions

Soft skills of team members

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

- Team skills
- Facilitation skills
- 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):

The service provider shall be a legally registered company with demonstrated experience in delivering technical assistance and capacity-building services. The company must have the capacity to mobilize a qualified team of experts to implement the assignment.

3.1 The service provider shall have demonstrated experience in:

- 5 years of professional experience in general technical assistance, advisory or capacity-building services;
- Supporting SMEs and private sector companies, preferably in manufacturing and/or service industries;
- Implementation and/or advisory support for internationally recognized ISO standards;
- Experience in donor-funded or development projects is considered an advantage.

3.2 The service provider shall demonstrate sufficient operational capacity to successfully implement the assignment, including:

- Management of multi-location assignments simultaneously;
- Assignment and management of a qualified multidisciplinary team, including senior ISO experts and technical specialists
- Development of a structured methodology combining diagnostics, hands-on implementation support, coaching, and audit preparation;
- Capacity to deliver advisory services across regions of Georgia;
- Strong project management, monitoring and reporting systems.

Costing requirements

Assignment of personnel and travel expenses

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	50	70	Overall planning, management and reporting of the service
Designation of Pool of Experts	2	80	160	Developing training materials and documents; delivering coaching sessions, advisory support and solutions
Travel expenses	Quantity	Number per expert	Total	Comments
Travel			30 trips	Travel within the country: 3 visits per company / 30 visits in total (including: transportation costs and accommodation, if applicable, in case of locations beyond Tbilisi)
Other costs	Number	Price	Total	Comments

Training materials	1			The budget contains the following costs: Printing of templates/checklists; Manuals, handouts, guidance notes; Stationery for coaching sessions.
---------------------------	---	--	--	---

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.

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.

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.

Outsourced processing of personal data

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.