

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

CONFIDENTIAL

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Outreach, publicity, and communications for the EU-Navigator for Partner Countries	

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0. List of abbreviations

CSDDD	Corporate Sustainability Due Diligence Directive
DG INTPA	Directorate-General for International Partnerships (EU)
EC	European Commission
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GmbH)
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HREDD	Human rights and environmental due diligence
KOMP	Cost per output monitoring and forecast
Lol	Letter of intent
MoU	Memorandum of Understanding
ODA	Official Development Assistance
RMO	Risk Management Office
TEI	Team Europe Initiative
ToR	Terms of reference
WP	Work package

1. Context

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH implements various programmes to support public and private actors, among others, in designing sustainable supply chains that ensure compliance with human rights and environmental standards.

The GIZ sector programme “Corporate and Public Responsibility for Sustainable Supply Chains” is one of these programmes. The sector programme hosts the secretariat of the Team Europe Initiative (TEI) “Sustainability in Global Value Chains”, an initiative which is co-funded by the European Commission (EC) and the BMZ.

The TEI supports partner countries - countries that receive Official Development Assistance (ODA) - in learning about and understanding the requirements and opportunities associated with the new European Corporate Sustainability Due Diligence Directive (CSDDD), which entered into force in July 2024. The CSDDD aims to foster sustainable and responsible corporate behaviour for a just transition towards a sustainable economy.

An EU helpdesk in the form of an online platform and personalized advisory services (the EU Navigator for Partner Countries) is currently being developed to serve stakeholders from partner countries of EU development assistance. The key stakeholders and future users of the helpdesk include governments, businesses, and civil society organisations, as well as initiatives supported by multiple types of stakeholder groups in partner countries.

The EU Navigator platform aims to aggregate and provide information and support to these stakeholder groups to inform them about the expectations and opportunities triggered by the EU CSDDD. In addition, a team of specialized advisors will provide stakeholders with personalized advice on how they can benefit from existing support measures.

CSDDD in detail:

The Corporate Sustainability Due Diligence Directive (CSDDD), which initially entered into force on 25 July 2024, is a key legislative initiative reflecting the EU’s commitment to responsible business conduct and sustainable development. It establishes mandatory due diligence requirements for large companies operating in the EU, obliging them to identify, prevent, and mitigate adverse human rights and environmental impacts throughout their global value chains. By embedding sustainability into corporate governance, the directive aims to promote fair competition, enhance accountability, and advance the EU’s green and social objectives both within and beyond the internal market.

On 26 February 2025, the European Commission put forward a set of proposals, known as the Omnibus proposals, to update key sustainability rules, including the CSDDD. This move is part of the Commission’s new focus aimed at boosting competitiveness and reducing administrative burden, especially on small and mid-sized companies. The proposals introduce a “stop-the-clock” approach, which delays reporting requirements and pushes the deadline to apply the CSDDD to 2027. While the transposition deadline has already been extended, further changes, such as narrowing the scope and limiting due diligence obligations to direct business partners, are still under negotiation. The process is expected to be finalised by early 2026.

Need for accompanying support in partner countries:

By introducing due diligence obligations for businesses across their global value chains, the directive has a significant external dimension, likely to have implications for diverse actors in

partner countries. These stakeholder groups are the main target groups of the initiative and include governments, businesses, civil society organisations and social partners.

Feedback suggests that many stakeholders in partner countries are either unfamiliar with the concept of due diligence or perceive the Directive as a barrier to trade. Additionally, the potential benefits of the Directive, such as improved access to justice and remedy mechanisms for rightsholders or competitive advantages for sustainable companies are often not well understood.

For effective implementation, it is essential that this EU due diligence legislation is implemented in an inclusive manner – considering the development context and dynamics in partner countries and fostering cooperation and partnership. This approach aims to maximize the Directive's benefits and mitigate risks, including potential disengagement and other adverse impacts.

It is therefore critical that the EU actively seek to support partner countries in preparing for the implications of CSDDD's implementation and the additional obligations on in-scope companies. Beyond EU companies' engagement and investment in their value chains, accompanying support is needed for partner countries, particularly small and medium-sized enterprises, to ensure the legislation has a positive impact.

Coordination at EU level – Team Europe Initiative (TEI)

The European Commission and EU Member States already offer numerous measures of support (“support measures”) that accompany the Directive and promote sustainability in global value chains for stakeholders in partner countries. However, the broad range of support measures available from multiple states and actors poses challenges. Stakeholders find it difficult to identify and navigate the spectrum of existing support measures and identify which actions are available and which are best suited to their specific needs.

This need for coordination underscores the case for collective action as ‘Team Europe’. Accordingly, the EC and interested Member States (Belgium, Germany, France, Italy, Luxembourg, the Netherlands and Sweden) have established the Team Europe Initiative on Sustainability in Global Value Chains to enhance the coordination of these support measures.

GIZ is hosting the Secretariat of the TEI, which is jointly co-financed by the EU and the BMZ and is implemented by GIZ. Hosting the TEI Secretariat forms one component of the BMZ sector project “Corporate and Public Responsibility for Sustainable Supply Chains”.

Main objective of the TEI Component

The TEI aims to enhance the capabilities of stakeholders in partner countries to implement, monitor adherence to and enforce internationally agreed human rights, including labour rights and environmental and climate standards. The TEI Team contributes to this objective.

The TEI Component is setting up an EU Helpdesk called the EU Due Diligence Navigator (hereafter “the Navigator”). The TEI Component runs from 11/2024 to 10/2029 for a total of 60 months.

The Navigator consists of an online platform featuring a searchable database containing various support measures and initiatives created by EU Member States and the EC focused on promoting human rights and environmental due diligence. These measures provide technical and financial assistance to stakeholders in partner countries with the aim of supporting them in their due diligence efforts – to strengthen the implementation, monitoring,

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and enforcement of internationally agreed standards on human rights, the environment, and climate.

The Navigator brings clarity to stakeholders in partner countries by aggregating and simplifying the broad range of support available. Stakeholders from partner countries seeking information will find relevant measures suited to their specific needs. Additionally, if a stakeholder cannot find relevant information directly on the web-based platform, they can request a personalised advisory session from the TEI Navigator team's advisors.

Developed in consultation with the EU Directorate General for International Partnerships (DG INTPA), the Navigator will also provide basic information on the CSDDD and general information on the implications of the Directive for stakeholders in partner countries.

Target Groups and Multipliers:

Based on currently available information, the project has categorised different target groups, which can be adapted later, if necessary.

The **primary target groups** represent the three types of stakeholder groups identified. They are based in partner countries around the globe.

Representatives of these target groups may include:

- Businesses, trade and industry associations
- Civil society and trade unions
- Governments, their subordinate agencies, and local authorities

With its communication activities, the EU Due Diligence Navigator has limited or only indirect reach of the **indirect or secondary target group (final beneficiaries)**.

These groups include:

- Rights holders: Individuals and communities who are indirectly affected by the policy measures or who are provided new opportunities to defend and claim their rights through the CSDDD.
- Workers in the Global South: Workers who will be affected by the standards and requirements stipulated by the CSDDD.

Since the EU Navigator and the team of advisors are based in Germany, their access to the defined target groups in the partner countries is limited. For this reason, the team will work with multipliers in partner countries to ensure broad and effective dissemination of information about the EU Navigator.

Such multipliers may include members of some of the above-mentioned primary target groups and some overlap between the two groups (main stakeholders and multipliers) may exist. Both key stakeholders and multipliers provide possibilities for further information dissemination about the CSDDD in their respective networks and countries.

Multipliers may include:

- Multistakeholder initiatives (MSI)
- International networks, including umbrella organisations of the three target groups
- Large companies already active in due diligence
- Delegations of the European Union (EUDs) and TEI member states
- GIZ's broad network (GIZ country offices and projects)

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Representatives of the target groups (still to be defined as part of Work Package 1 (see chapter 2) should be involved as test subjects in developing and improving the EU Navigator over time. Their feedback on the available content, formats and communication strategies must be actively sought and incorporated in further developing the EU Navigator for Partner Countries. This close, participatory involvement and targeted approach intends to sustainably promote awareness, demand for and utilisation of the Navigator.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the ‘Special terms and conditions of contract’. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

GIZ is seeking a contractor to support the TEI team in reaching their target groups (key stakeholder groups in partner countries) with effective, inclusive and targeted **communication activities and products** that follow a human rights-based approach.¹

This should be done by way of **developing and implementing a targeted on- and offline outreach strategy with built-in feedback mechanisms to ensure effective monitoring, evaluation and learning.**

The overall objective (outcome) of the TEI assignment is to raise awareness of the EU Due Diligence Navigator, including the personalized advisory services offered to the relevant target groups and thus increase interest and demand in the services provided by the Navigator and the advisory team. Throughout the assignment, a participative and non-discriminative approach should be applied to all activities. In addition, the contractor is expected to work closely with the TEI Team in a cooperative and mutually supportive manner.

The contractor is responsible for supporting the achievement of **the following** outcome indicator:

Outcome indicator 1	Baseline (2024)	Targets (2029)
% of stakeholders having used the support measures offered by the EU Navigator who report that these measures contributed to effectively implement, monitor adherence to and enforce human rights and environmental due diligence (disaggregated by country and target group)	0	70%

¹ Participation, accountability, non-discrimination and equality, empowerment and legality.

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The TEI component is made up of three outputs. The work of the Contractor will be described in detail in the next section, including how the services rendered will contribute to these three outputs.

Output 1 includes establishing a database of existing support measures. The database forms the basis of the information that users of the EU Navigator will draw upon as they seek information and orientation on Human Rights and Environmental Due Diligence (HREDD).

Existing support measures implemented by the EC and EU Member States that are designed to support the implementation, monitoring and enforcement of HREDD requirements in EU partner countries are collected and aggregated into a searchable, online database.

Two output indicators measure progress on implementing this output:

Indicators	Baseline (2024)	Targets (2029)
<p>Output indicator 1.1</p> <p>Number of support measures aimed at the implementation, monitoring and enforcement of human rights and environmental due diligence requirements that are publicly available for stakeholders in partner countries (disaggregated by country and target group (state, private sector, civil society, stakeholder initiatives))</p>	<p>Business: 0</p> <p>CSO: 0</p> <p>Government: 0</p> <p>MSI: 0</p>	<p>Business: 100</p> <p>CSO: 70</p> <p>Government: 70</p> <p>MSI: 50</p>
<p>Output Indicator 1.2</p> <p>Number of new support measures proposed by the EU Navigator to the Advisory Committee for stakeholders from partner countries aimed at the implementation, monitoring and enforcement of human rights and environmental due diligence requirements</p>	0	5

Establishing the EU Navigator is the responsibility of GIZ project staff. The indicators above are presented here to provide a holistic picture of the project and support overall understanding of the project’s intervention logic. The work and activities associated with achieving the target values associated with Output indicators 1.1 and 1.2 do not fall under the services requested in this contract and thus do not form part of the Contractor’s responsibilities.

Output 2 aims directly at outreach and aims to **generate demand for the EU Navigator’s services**. The Navigator will serve as a first point of contact for stakeholders from partner countries seeking information and guidance on how to implement, monitor and enforce HREDD. The three output indicators below measure progress on achieving this output.

The work of the Contractor in the work packages listed in section 2.2.2 is expected to support achievement of the target values of the three output indicators below.

Indicators	Baseline (2024)	Targets (2029)
<p>Output indicator 2.1</p> <p>Number of representatives of stakeholders from partner countries or (representatives of) organizations attending (online) events which refer to the advisory services offered by the EU Navigator Team, disaggregated by gender and target group (state, private sector, civil society, stakeholder initiatives)</p>	0	2000

<p>Output Indicator 2.2</p> <p>Number of website views from stakeholders in partner countries looking for support regarding the implementation, monitoring and enforcement of human rights and environmental due diligence requirements processed, disaggregated by country and target group (state, private sector, civil society, stake-holder initiatives)</p>	0	3000
<p>Output Indicator 2.3</p> <p>Number of personal advisory sessions (email exchanges, calls, etc.) as part of the EU Navigator’s services to support stakeholders from partner countries with the implementation, monitoring and enforcement of human rights and environmental due diligence requirements disaggregated by country, target group (state, private sector, civil society, stakeholder initiatives) and mode of delivery (email, call, etc.)</p>	0	400

Output 3 involves establishing feedback mechanisms to evaluate the performance of the Navigator and support the continuous improvement of the Navigator’s services and ensure that the services offered respond to the target groups’ needs.

The work associated with achieving the target values of Output indicator 3.1 falls under the services requested in this contract and form part of the Contractor’s responsibilities. The work associated with achieving the target value of Output indicator 3.2 lies with the TEI Team, specifically the TEI Team’s M&E Advisor and is not part of the Contractor’s responsibilities.

Indicators	Baseline (2024)	Targets (2029)
<p>Output indicator 3.1</p> <p>% of users responding to online feedback surveys evaluating the Services offered by the Helpdesk, disaggregated by target group (state, private sector, civil society, or multi-stakeholder initiatives) and gender</p>	0	65%
<p>Output indicator 3.2</p> <p>A Monitoring, Evaluation and Learning (MEL) system evaluating the feedback received has been implemented</p>	No	Yes

2.2.2 Work packages

To achieve the indicator target values associated with Output 2 and Output 3 and the Outcome indicator, the Contractor will be required to deliver the following work packages.

Work package 1 (WP1): Development of an overall outreach strategy, including detailed specific strategies to reach the three stakeholder groups and multipliers

WP1 supports the achievement of the three indicators associated with Output 2.

To stimulate demand for the EU Navigator platform and the personalised advisory services, the Contractor will, together with the TEI Team, develop an overall outreach strategy and specify specific, tailored strategies aimed at the relevant target groups. These target groups may include state actors and government, private sector actors including businesses and business associations and civil society including NGOs and labour unions. A further specific strategy to reach multipliers (including multi-stakeholder initiatives) shall also be developed.

Developing the overall strategy and specific strategies to target the individual stakeholder groups must be done in close cooperation with the TEI Team.

The Contractor is also requested to develop communication materials to accompany the implementation of the overall strategy and the specific strategies. These may include texts, videos, social media posts, visual elements, etc.) that are tailored to each specific target group. More detail on this is elaborated in Work Package 3 All rights of use for all materials, products, and deliverables (including texts, videos, graphics, photos, and other communication outputs) produced under this contract and described in Work Package 3 shall be transferred in full, without limitation in time, place, or content, to GIZ and – where applicable – to the European Union as the co-financing partner. GIZ and the EU shall have the unrestricted right to use, reproduce, publish, edit, and distribute the materials for their communication and visibility purposes, including publication on online platforms such as websites or social media channels (e.g. YouTube). The Contractor may only use the produced materials within the framework of the agreed communication and visibility activities during the contract period and with prior written consent from GIZ.

Prior to their use (some of) these communication materials will be tested on subjects / representatives drawn from the target groups to ensure that they are appropriate to the target group and meet their needs. If the tests show that the materials are not appropriate or fail to respond to the target audience's needs, they will need to be improved to reach an approval rating of at least 75% among the test group(s).

The activities associated with this work package include:

- 1) Coordinating with the GIZ TEI Team to develop the overall communication approach and the strategic development of targeted outreach strategies
- 2) Developing the overall outreach strategy and the tailored strategies for the three target groups and the category of multipliers

Developing communication materials to accompany the above-mentioned overall and specific strategies is described in further detail in Work Package 3.

The outreach strategy contains concrete measures for targeted communication and regular exchange with the TEI Team's target groups. It is envisioned that the contractor works very closely with the TEI Team to co-create many of the products listed below. Given that the EU Navigator will be hosted on the website of DG INTPA from the European Commission (EC), it is essential for the Contractor to familiarize themselves with the EC's branding and visibility guidelines such as those for Global Gateway.

The outreach strategy should cover three aspects in particular:

1. **Identification and definition of target groups' needs with concrete suggestions regarding appropriate outreach approaches, communication channels, media, and materials for effective implementation of outreach activities.** The Contractor is expected to identify and develop approaches for effective outreach and communicating with the target group via the channels and formats identified as appropriate in the analyses. This targeted communication will effectively reach the defined target groups and thus increase awareness among the target groups about the EU Navigator for Partner Countries.
2. **Definition, selection and described approach to collaboration with test groups.** The strategy will define criteria for selecting groups of test subjects from among the stakeholder groups. Attention must be paid to cultural and linguistic differences to ensure broad participation. Regular exchanges with these groups at various stages will

help assess how effective the communication measures are, and ensure they are tailored to target groups' needs. In addition to providing feedback on outreach activities, the test groups will contribute to the continuous improvement of the EU Navigator's overall offer of services.

3. **Definition, selection and approach to collaboration with multipliers.** Multipliers are actors who will play a role in actively disseminating and increasing the visibility of the EU Navigator. The interaction with both groups will be defined in WP1 and implemented as part of the following WPs.

Milestones for WP 1	Delivery period (unless otherwise agreed with TEI-Team)
Kick-off meeting (presentation and discussion of offer)	Within 1 week of contract beginning
Workshop with TEI Team to define overall communication goals (virtual)	Within 2 weeks of contract beginning
Selection of focus countries, test groups and first suggestions on multipliers in the relevant regions, including specifying language(s) of communication materials <ul style="list-style-type: none"> • Define criteria for selecting countries, multipliers and from among them the test groups (e.g. diversity of participants in terms of origin, gender, target group affiliation, etc.) • Specification of criteria for selecting individual test group members and specifying their role (providing feedback on communication measures and Helpdesk services) • Define the tasks for the test groups (support with continuous improvement of the communication products and feedback on the Navigator's offer) • Identification of key multipliers to act as information brokers within target groups. • Creation of a presentation to summarize progress and key suggestions 	5 weeks after the contract begins
Delivery of presentation followed by 2-hour workshop (virtual) with the TEI Team to discuss the draft strategy (including outreach approach to stakeholder groups, inclusion of target regions, test groups and multipliers).	6 weeks after the contract starts
Development of an outreach strategy incorporating the TEI Team's feedback specifying concrete measures for targeted communication and regular engagement with the target groups. Based on feedback from the TEI Team: <ul style="list-style-type: none"> • Identification of relevant communication formats, channels and messages for the target groups • Creation of a timeline and milestone plan for implementation 	8 weeks after the start of the contract
Virtual presentation of the proposed outreach strategy to TEI Team	9 weeks after the start of the contract

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Milestones for WP 1	Delivery period (unless otherwise agreed with TEI-Team)
Incorporating feedback from the TEI Team and the EU Management Group into the outreach strategy	11-12 weeks after the start of the contract
Final selection of test group members (the contractor provides administrative support, such as coordinating appointments and organizational preparation), identified multipliers	12 weeks after the contract starts
Finalization of the outreach strategy report (template to be jointly agreed with TEI Team, report approx. 15-20 pages) summarizing the selected focus countries, value chains, stakeholders, test groups and multipliers	12 weeks after the start of the contract

Key deliverables include:

- Identified and finalized selection of stakeholder groups, test groups and multipliers
- Workshop with TEI Team to define overall outreach and communication goals
- Presentation of the proposed outreach strategy (as PowerPoint slides or similar)
- Workshop to present and elicit feedback on the proposed outreach strategy
- A revised overall outreach strategy including tailored outreach strategies for each of the stakeholder groups (target groups and multipliers), summarized in the Outreach Strategy Report (approx. 15-20 pages)
- An internal system to track the Contractor’s own progress along this work package

Work package 2: Implementation of the Outreach Strategy and Event Management

Work package 2 focuses on putting the outreach strategy (developed in WP1) into action and actively promoting the EU Navigator to relevant stakeholders and multipliers in partner countries. This work package will be undertaken in close cooperation with the TEI Team's advisory team, who will be actively involved in carrying out the outreach activities laid out in the Outreach Strategy. The overarching goal of WP 2 is to raise awareness of the Navigator among relevant stakeholders.

Key activities include:

1. Implementing the outreach strategy developed in WP 1 by organizing outreach activities (including online events) to spread knowledge and awareness about the EU Due Diligence Navigator among stakeholders in partner countries
2. Testing communications materials on the test groups identified as part of WP1 and improving these materials
3. Monitoring progress on and assessing the ongoing implementation of the outreach strategy, including gathering relevant information on participants and agreed indicators and
4. Suggesting and implementing improvements to the outreach strategy based on feedback received from the stakeholder groups, test groups and the TEI team

The contractor is expected to implement the outreach strategy by publicising and promoting the EU Navigator among the selected countries/regions and multipliers identified in WP 1. The TEI advisory team will be closely involved in carrying out activities and attending/hosting events such as information sessions (e.g. in the form of webinars). The exact delivery format of outreach activities will be agreed jointly with the TEI Team and laid out in the Outreach Strategy Report.

The contractor is expected to support the conceptualization and logistical implementation of outreach activities, including the development and distribution of communication materials, collecting data on the participants attending outreach activities and events (including digital events), suggesting ways to improve the EU Navigator website (based on analysis of data gathered), and tailoring outreach activities to the needs of different target groups. The Contractor assumes full responsibility for arranging and maintaining their own security when traveling abroad, including to partner countries.

In addition, the Contractor is responsible for online event management with administrative and logistical tasks including participant management. The TEI Team will be present at all events and will be responsible for delivering thematic inputs and moderation.

The contractor will:

- Use data collection tools such as surveys, focus group discussions, and usability tests to gather feedback on the performance of the website (hosted on DG INTPA's webpage), the communication materials and on the success of outreach activities.
- Based on the analyzed data, suggest ways to adapt and improve the EU Due Diligence Navigator to improve outreach success.
- Collect testimonials and interviews to show impact and share success stories.
- Conceptualize and support the organization (with a focus on logistics) of informative and interactive events with target groups.

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The TEI Team will be responsible for conducting the webinars and presentations and providing thematic inputs into the conceptual materials. These events serve both to provide information and facilitate dialogue with the target groups. The contractor will mainly provide administrative and logistical support. The contractor is expected to measure the contribution of their work to Output indicator 2.1 and on any other previously agreed indicators and metrics. The TEI Team will measure progress on Output indicator 2.2 and Output indicator 2.3 (listed below).

Output indicator 2.1: 2,000 representatives from partner countries attending (online) events that reference the services offered by the EU Navigator, disaggregated by gender and stakeholder group (state, private sector, civil society, multi-stakeholder)

Output Indicator 2.2: 3,000 website views from stakeholders in partner countries seeking support with due diligence requirements, disaggregated by country and stakeholder group (state, private sector, civil society, multi-stakeholder)

Output Indicator 2.3: 400 personal advisory sessions (email exchanges, calls, etc.) as part of the EU Navigator's services to support stakeholders from partner countries with the implementation, monitoring and enforcement of human rights and environmental due diligence requirements

Regular coordination with the TEI team will ensure effective implementation of all activities. Multipliers identified in WP1 should be actively engaged to disseminate information on the EU Due Diligence Navigator and to connect with target audiences.

The contractor may propose additional indicators in agreement with the TEI team. Additional indicators or metrics that the Contractor is requested to measure may include:

- ✓ Number of multipliers contacted, and a summary of the feedback received
- ✓ Details on the target groups reached (number, gender, stakeholder group, region/countries etc.)
- ✓ Advice received on the EU Navigator (to be used to evaluate effectiveness by TEI team)
- ✓ Analysis and feedback on the number of visits, enquiries and downloads on the Navigator website (This information will be shared with the contractor and should be taken into account as a key measurement for evaluating effectiveness)
- ✓ User satisfaction and documented adjustments based on feedback from test groups
- ✓ Number of participants and quality of dialogue at webinars and face-to-face events
- ✓ Number and reach of events organised. The number of events to be achieved is to be defined after the start of the contract

Key deliverables include:

- Implementation of the Outreach Strategy developed in WP 1
- Regular dialogue with the TEI Team summarizing feedback received from target groups and multipliers, incorporating feedback from TEI Team
- Administrative, conceptual and logistic support with organizing online outreach activities
- Progress report: reporting on the agreed indicators including the total number of events and informational sessions organized and attendance numbers, including challenges encountered and opportunities identified
- Tracking the Contractor's own progress along this work package

The contractor is responsible for achieving the corresponding **milestones**.

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Milestones for WP 2	Delivery period
Development, organization and implementation of outreach events (mainly digital, incl. webinars, social media campaigns, stakeholder dialogues, information events) in Africa, Asia, Latin America and Europe in close cooperation with the TEI Team	Begin 3 months after contract start, then ongoing
Defining methods for collecting feedback and outreach optimization	Begin 2 months after contract start, then ongoing
Planning workshop with the TEI Team to clarify questions and look ahead (virtual)	2-3 months after contract start (to be agreed)
Distribution of communication materials (developed in WP 3) in all outreach activities and events	As needed, regularly
Administrative and organizational support to online stakeholder dialogue sessions to gather feedback	3.5 months after contract start
Integration of all feedback received to optimize the EU Navigator	Ongoing
Distribution of communication materials through multipliers (in cooperation with the TEI team)	Begin 3-5 months after contract start, then ongoing
Organisation of regular feedback sessions with test groups to assess and evaluate the EU Navigator (esp. the website) and provide feedback on user-friendliness, comprehensibility and relevance.	After Navigator-Website is online (Q1 2026), ongoing
Progress report on the implementation of WP 2	6 months after contract start and then quarterly

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Work package 3: Development of communication materials

WP 3 involves creating targeted communication materials to support implementation of the Outreach Strategy (WP 1) and specifically to accompany the outreach activities (WP 2).

The Contractor is required to develop (and revise already existing communication materials) aligned with the outreach strategy and tailored to the needs of specific target groups identified as part of the Outreach Strategy (WP 1). The contractor will also support the visual design of the EU Navigator’s online platform (e.g. banners, icons) hosted on the European Commission’s website. All materials must adhere to the EU Global Gateway Branding Guidelines and must be created in close coordination with the TEI team.

Since some materials will need to be printed, the contractor must be able to utilize or subcontract a reliable printing service to meet all requirements. The Contractor should consider that multiple rounds of feedback and revisions of communication materials may be required before a product can be considered finalized.

Milestones for WP 3	Delivery period
<ul style="list-style-type: none"> • Revision of existing communication materials • Design and production of communication materials (e.g. flyers, social media content, infographics, presentation materials) • Creation of concepts and scripts for media (e.g. videos) • Development of a photo database 	1 months after contract begins, and then ongoing
Developing new visual elements and content for the EU Navigator website such as videos, banners, images, search interfaces, and success stories, testimonials	1-2 months after contract begins and then regularly
Test phase to test communication materials with selected target group representatives	2-4 months after contract begins
Revision of communication materials based on feedback from the test group and TEI Team, finalization and approval of communication materials in close coordination with the TEI team	4-5 months after contract start, then as needed
Distribution of communication materials through the channels defined in the outreach strategy	5-7 months after contract start, then regularly, as needed
Updating/tailoring communication materials	As needed

Key deliverables include:

- Revised communication materials
- Produced and tested communication materials (print and virtual media, visual and text-based materials, scripts, photo database etc.) that meet stakeholders’ expectations
- Regular dialogue with the TEI Team summarizing feedback received from target groups
- Distributed communication materials
- General progress measurement on work associated with this work package

Work package 4: Monitoring, evaluation and reporting

WP 4 supports delivery of Output 3 of the project and achieving the project's outcome indicator. It focuses on the ongoing monitoring and evaluation (analysis) of all activities carried out under WPs 1-3 to ensure the achievement of the outcome and output indicators. Continuous monitoring and learning are key to refining and adapting the overall communication strategy and improving its implementation, including also the communication materials and methods used. The main aim is to increase the TEI project's effectiveness in meeting the needs of target groups.

WP 4 includes systematically reviewing and documenting the effectiveness of the implemented outreach measures. It serves to measure progress toward strategic objectives, identify gaps or weaknesses, and support the continuous improvement of outreach activities. The Contractor's work supports achieving the target values associated with the Output Indicator 3.1 and to a more limited extent 3.2, which is the overall responsibility of the TEI team.

The TEI team is responsible for establishing an overarching MEL System into which the Contract's work feeds. The Contractor is responsible for establishing their own MEL processes to track progress toward the indicators for which they are (also jointly) responsible and to report on these periodically to the TEI Team.

Output Indicator 3.1: 65% of users responding to online feedback surveys evaluating the Services offered by the Helpdesk, disaggregated by target group (state, private sector, civil society, or multi-stakeholder initiatives) and gender

Output Indicator 3.2: a Monitoring, Evaluation and Learning (MEL) system evaluating the feedback received has been implemented

Outcome Indicator 1: 70% of stakeholders having used the support measures offered by the EU Navigator who report that these measures contributed to effectively implement, monitor adherence to and enforce human rights and environmental due diligence (disaggregated by country and target group)

WP 4 includes data collection activities among the EU Navigator's stakeholders, specifically those who have made use of the support measures offered by the EU Navigator. The key question to be answered is if the support measures have contributed to effectively implement, monitor adherence to and/or enforce human rights and environmental due diligence.

To contribute to Output Indicator 3.1, the Contractor is responsible for eliciting feedback from users of the EU Due Diligence Navigator (Helpdesk) using surveys and recording the information. The data must be disaggregated by target group and gender.

Key tasks include:

- **Monitoring:** Design and implement robust processes for tracking implementation and success of outreach activities, using clearly defined indicators to assess progress and impact.
- **Document and summarize (monitor)** contributions to Output indicators: 2.1, 2.2, 3.1 and Outcome indicator 1
- **Reporting:** Prepare concise quarterly progress reports summarizing progress, results and next steps in terms of outreach activities. These reports will be shared with stakeholders such as the EU and BMZ and may also serve as a basis for external communication.

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Milestones for WP 4	Delivery period
Development of a monitoring and learning system to measure the effectiveness of Contractor's own communication/outreach activities including contributions to the indicators Devise a data collection plan to measure the Outcome Indicator	Two months after contract start
Regular progress reporting on communication impact (e.g., analysis of engagement metrics (data forwarded by GIZ), summary of user feedback, analysis and suggestions for improvement)	Quarterly, starting March 2026
Adaptation of outreach strategies and materials based on monitoring results	Continuously (starting 3-4 months after contract start)
Regular engagement sessions/data collection with users of the EU Navigator, eliciting their feedback and satisfaction with the Navigator's services	Regularly (min. twice a year)
Yearly progress report on the implementation of WP 4 including progress on all relevant indicators	Q4 2026
Final report summarizing implementation of WP 4 including lessons learned, good practices and final values contributed to all relevant indicators	Q3/Q4 2027

Key deliverables include:

- A monitoring and learning system and plan that measures the effectiveness of the Contractor's own communication/outreach activities
- A monitoring and learning plan to measure the Contract's contributions to indicators 2.1, 2.2, 3.1 and Outcome indicator 1
- Quarterly progress reporting on communication impact
- Yearly progress report in 2026
- Final report summarizing implementation of WP 4 with final indicator values

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 materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

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- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements:

The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover the degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved, results that have occurred within the contractor's sphere of responsibility, results that have occurred outside the contractor's direct sphere of responsibility such as risks and unintended positive and/or negative results.

Further requirements of the M&E system are detailed as part of Section 2.2., Work package 4.

GIZ will share relevant information with the contractor including data collected by the European Commission related to web traffic and analytics, as the EU Navigator webpage is hosted on DG INTPA's website. Such data will be made available to the contractor at regular intervals to process, analyse and feed into WP 3 and WP 4. The Contractor is required to use the data to inform adjustments of the communication strategy and enable ongoing learning and optimisation of the outreach strategy.

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 the following language:
English

The following reports are expected:

- First progress report including outreach strategy (15-20 pages) and implementation plan for the outreach strategy (WP 2) - date to be determined jointly within Q1 2026
- Second progress (due in October 2026)
- Final report due on 31.10.2027

Each report including the final report should summarize all activities undertaken, progress made towards objectives and indicator values and include the results obtained within each work package.

Additionally: Reports required by the European Commission, in accordance with their guidelines.

Requirements for company-wide learning, knowledge and innovation:

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:

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- The contractor's responsibility for their 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 use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection

Personal data will be processed on behalf of GIZ. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organizational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

It is important to ensure that the European Commission's data protection regulations are adhered to.

2.5 Other requirements

The contractor must have proven experience of working in partner countries (countries receiving ODA) including having established networks in such countries. These networks will be essential for publicising the EU Navigator and the outreach activities specified in the ToR. Demonstrated access to reliable contacts with local stakeholders (e.g. media, authorities, civil society).,/ countries: Proven track record of relevant projects and established networks in Africa, Asia, or Latin America.

In addition, the Contractor must have existing infrastructure — such as personnel, representation, or office arrangements — in at least one ODA partner country within one of the EU Navigator's outreach focus regions (Africa, Asia, or Latin America).

3. Technical-methodological concept

In this section, the bidder is required to reflect on the objectives and the terms of reference 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 bidder must describe the design of the project management process.

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

The bidder is required to interpret the objectives of the assignment within their area of responsibility. A simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is requested to describe and interpret the changes for partners within the partners' systems 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.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), 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,
- undertaking an assessment of the technical concept

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

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The bidder is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The bidder is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the bidder is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services requested in the tender is the core element of the technical-methodological concept.

It is composed of the following elements:

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- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects, synergies 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 bidder is expected to present a well-reasoned and coherent approach for achieving the milestones, objectives, and results outlined in Section 2 of the ToRs. This should be based on a thorough understanding and analysis of the ToRs. The proposed strategy should clearly describe how the bidder intends to implement the specified tasks, rather than merely repeating the content of the ToRs. Planned activities should follow a logical sequence, build on one another, and directly address the work packages described in the ToRs.

3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

The bidder is required to develop and describe a strategy for developing cooperation with the relevant stakeholders and actors in the partner system who are key to effective implementation of the services described in the tender. The project partnerships already mentioned in section 1 must also be considered.

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The bidder is required to state whether they foresee promising approaches for leverage effects beyond the measures mentioned in section 2 (for example by way of targeted measures in the field of 'knowledge management') and to describe them. In doing so, the bidder is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the bidder must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

The bidder is required to outline in the tender how they can prevent negative impacts on gender equality within their area of responsibility and how they can contribute to improving gender equality with corresponding measures (see also relevant requirements in section 2.5).

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

The bidder is required to outline in the tender how they can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how they can

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contribute to improve the environmental and climate situation with corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The bidder is required to outline in the tender how they are planning implementation of their activities within the context of conflicts or violence and what specific measures they have adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The bidder is required to outline in the tender how they can prevent negative impacts on the human rights situation in their area of responsibility and how they can contribute to improve the human rights situation with corresponding measures (see also relevant requirements in section 2.5).

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':	2 points out of 10 (maximum)
Requirement: 'Human rights':	3 points out of 10 (maximum)

3.4 Project management
(section 1.4 of the assessment grid)

In this section, the bidder 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 their approach to monitoring.

3.4.1 Operational plan
(section 1.4.1 of the assessment grid)

The bidder is required to draw up and specify 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 describe all the necessary work stages in detail and in chronological order. The bidder can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

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

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

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

– *Not applicable* –

3.4.4 Monitoring
(section 1.4.4 of the assessment grid)

In the tender, the bidder is required to describe how they will regularly capture and document the completion status of tasks, the achievement of objectives, results and progress along indicators, and monitor risks, opportunities and unintended effects (positive and negative) within their areas of responsibility, in accordance with the specifications set out in section 2.

In the tender, the bidder is required to describe how they 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 bidder 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 Contractor must have existing infrastructure (e.g. personnel, representation, or office arrangements) in at least one ODA partner country where the EU Navigator's outreach activities will take place (Africa, Asia, Central and South America). The bidder shall provide evidence of such infrastructure and explain how this supports service delivery under this contract.

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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.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

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: Team leader (section 2.1 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of expert 1: (Team Leader: Coordinator, Project Manager)

- Lead strategy development: Coordinate with the TEI team and stakeholders to develop and implement the Outreach Strategy, ensuring alignment with Global Gateway guidelines.
- Supervise material creation: Oversee the creation and testing of communication materials, ensuring their relevance for target groups and incorporating feedback for continuous improvement.
- Manage outreach activities: Supervise execution of outreach activities ensuring the successful implementation of the outreach strategy across regions.
- Monitor and report: Establish a system to track the success of outreach efforts and prepare regular progress reports for the TEI Team.
- Facilitate feedback and adjustments: Gather and integrate feedback to refine the strategy and improve the EU Due Diligence Navigator's services.
- Ensure coherence and complementarity: Ensure the Contractor's services are aligned and complementary across Work Packages.
- Address cross-cutting themes: Ensure the integration of cross-cutting themes such as gender equality into all activities.
- Staff management: Identify the need for short-term assignments, plan and manage assignments/tasks, and provide support to experts within the available budget.
- Oversee monitoring procedures: Ensure the proper execution of monitoring procedures and track progress.
- Regular reporting: Ensure timely and accurate reporting on all Work Packages according to deadlines.
- Financial oversight: Oversee the use of funds and financial planning in consultation with the GIZ commission manager.
- Support project strategy: Assist the TEI Team with updating the project strategy, carrying out evaluations, and preparing for follow-on phases.

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Qualifications of Expert 1: (Team leader)

Education/training (section 2.1.1 of the assessment grid):	University degree (Master's degree or equivalent (e.g. German 'Diplom') in Social Sciences, Communications, Business Administration, Development Studies, Economics or a related field
Language (section 2.1.2 of the assessment grid):	English language skills, C1-level according to the Common European Framework of Reference for Languages (7 out of a possible 10 points) and one other language, either French, Spanish, or Portuguese at C1 level according to the Common European Framework of Reference for Languages (3 out of a possible 10 points).
General professional experience (section 2.1.3 of the assessment grid):	12 years of professional experience in project management and stakeholder engagement/outreach in an international context
Specific professional experience (section 2.1.4 of the assessment grid):	<ul style="list-style-type: none"> • 5 years of professional experience working directly with stakeholders in partner countries of EU development cooperation on topics of sustainability or human rights and environmental due diligence (4 out of 10 points) • 4 years of professional experience working in the conceptualisation and implementation of outreach and cross-media communications work (4 out of 10 points) • 2 years of professional experience working with public institutions, international organizations or business associations (2 out of 10 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	4 years of management experience in projects, companies or organisations (4 out of 10 points) and 6 years as team leader/manager of international teams (6 out of 10 points)
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	6 years of professional experience working in partner countries of EU Development cooperation
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in working with EU institutions, governmental organisations, Civil Society Organisations, Unions or Private Sector in the EU.

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Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	6 years of professional experience in the field of development cooperation
Other (section 2.1.9 of the assessment grid):	Proven experience of applying inclusive and participatory methods (i.e. actively engaging stakeholders) within a professional context (5 reference projects);

Expert Pool 1 “Concept and Text” with 2-4 experts (section 2.2 of the assessment grid)

In derogation from the number of experts mentioned above, **2 CVs** must be submitted with the tender. The ability of the bidder to offer the pool of experts required here is assessed solely based on these exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks for the expert pool

- Developing the communication strategy – crafting key messages and defining target group specifications for outreach.
- Creating communication materials – drafting texts for brochures and digital media, social media content, informational material (e.g. factsheets, website content), scripts for videos and presentations.
- Content creation for outreach implementation – adapting and tailoring communication material for events, social media, and digital content.
- Text support for the EU Navigator website – drafting communication material and FAQs.
- Monitoring & evaluating texts – Analysing and adjusting content based on feedback and performance results.

Qualifications of the expert pool

Education/training (section 2.2.1 of the assessment grid):	2 experts with each holding a university degree (Bachelor’s degree or equivalent) in Communication Studies, Journalism, Marketing or Public Relations, Literature or Linguistics, Political Sciences or similar
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<p>Language (section 2.2.2 of the assessment grid):</p>	<p>2 experts with each having knowledge of English, level C1 according to the <i>Common European Framework of Reference for Languages</i> (7 points out of a possible 10), and for each expert either French, Spanish or Portuguese language skills at B2 level (according to the <i>Common European Framework of Reference for Language</i> (3 points out of a possible 10)</p> <p>During implementation: at least one expert with French and one expert with Spanish skills is required</p>
<p>General professional experience (section 2.2.3 of the assessment grid):</p>	<p>2 experts with each having 3 years of professional experience in political communication or outreach</p>
<p>Specific professional experience (section 2.2.4 of the assessment grid):</p>	<p>4 relevant references per expert (title, donor, dates, etc.) related to (communication-) strategy development or outreach (implementation)</p>
<p>Leadership/management experience (section 2.2.5 of the assessment grid):</p>	<p>Not applicable</p>
<p>International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):</p>	<p>2 experts with each having 2 years of professional experience outside the his/her country of birth (4/10points)</p> <p>2 experts with experience working in or for a partner country of EU development cooperation (4 relevant references per expert (including title of assignment, donor, dates, etc.))</p> <p>(6/10 points)</p>
<p>Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):</p>	<p>Not applicable</p>
<p>Experience in the field of development cooperation (section 2.2.8 of the assessment grid):</p>	<p>2 experts with each having 2 years of professional experience in the field of development cooperation (4/10 points)</p>

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	<p>2 experts with each having 3 years of professional experience in working with EU institutions, governmental organisations, Civil Society Organisations, Unions or Private Sector in the EU</p> <p>(6/10 points)</p>
<p>Other (section 2.2.9 of the assessment grid):</p>	<p>Proven experience of applying inclusive and participatory methods (i.e. actively engaging stakeholders) within a professional context (4 references per expert);</p>

Expert Pool 2 “Graphic, Video and Website Designer” with 2-4 experts (section 2.3 of the assessment grid)

In derogation from the number of experts mentioned above, **2 CVs** must be submitted with the tender. The ability of the bidder to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Design of visual elements for communication materials/ products including infographics, social media visuals, brochures and presentations according to branding specifications.
- Outreach implementation - creation and provision of communication material for social media and multipliers.
- Creation of video- and audio material
- EU Due Diligence Navigator optimization - support in improving content and user-friendliness based on user feedback.

Qualifications of the expert pool

<p>Education/training (section 2.3.1 of the assessment grid):</p>	<p>2 experts each with a university degree (e.g. Bachelor's degree or German 'Diplom') or diploma in Graphic Design, Multimedia Design, Communication, Digital Media, Digital Marketing, or a similar field</p>
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Language (section 2.3.2 of the assessment grid):	2 experts with each having knowledge of English, B2-level in the Common European Framework of Reference for Languages (7 points out of 10) and knowledge of French, Spanish, Portuguese, Arabic or Mandarin at B1 level (3 points out of 10) During implementation: at least one expert with French and one expert with Spanish are required
General professional experience (section 2.3.3 of the assessment grid):	2 experts with each having 2 years of professional experience in either graphic design, multimedia creation, video production, or web design/ development.
Specific professional experience (section 2.3.4 of the assessment grid):	4 relevant references per expert (title, donor, dates, etc.) in graphic design, video production/editing, web design, creation of visuals for social media for clients
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):	Two years of professional experience in a country of EU development cooperation
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	2 experts with each having one year of experience working with/ for EU institutions, CSO, private sector, academia, media in the field of communication
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	2 experts with each one year of experience working in the field of development cooperation.
Other (section 2.3.9 of the assessment grid):	2 experts with Experience creating inclusive visual content/ media (e.g. participative, non-discriminatory) and accessible (for people with disabilities or impairments); 4 references per expert

Expert Pool 3 “Event Manager” with 2-4 experts (section 2.4 of the assessment grid)

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In derogation from the number of experts mentioned above, **2 CVs** must be added to the tender. The ability of the bidder to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Concept development & planning: Participation in the development of event formats and outreach involving the target groups.
- Event organization & implementation: planning, conceptualising, coordination and supporting digital/physical events (incl. technology, location, processes).
- Administrative tasks: Participant management & engagement - Invitation, support and moderation of participants, promotion of EU Navigator use during events.
- Communication & follow-up: creation of event announcements, follow-up communication and provision of event materials.

Qualifications of the expert pool

Education/training (section 2.4.1 of the assessment grid):	2 experts with each having a university degree (e.g. bachelor's degree or German Diplom) or diploma in Event Management, Communication, Marketing, Business Administration or a related field
Language (section 2.4.2 of the assessment grid):	2 experts with each having knowledge of English, level C1 according to the Common European Framework of Reference for Languages (7 points out of a possible 10), and either French, Spanish or Portuguese at B2 level (according to the Common European Framework of Reference for Language (3 points out of a possible 10) During implementation: at least one expert with French and one expert with Spanish
General professional experience (section 2.4.3 of the assessment grid):	2 experts with each having 2 years of professional experience in organising and managing both digital and physical events including all logistical and administrative aspects

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Specific professional experience (section 2.4.4 of the assessment grid):	2 experts with each having 4 references detailing experience organizing and managing digital and physical events in an international context or in partner countries of EU development cooperation
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):	2 experts with each having 2 years of experience organizing and managing digital and physical events in an international or EU-related context
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	2 experts with each having experience working in or for a partner country of EU development cooperation (4 relevant references per expert (including title of assignment, donor, dates, etc.))
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	2 experts with each having one year of experience working in the field of development cooperation.
Other (section 2.4.9 of the assessment grid):	2 experts with each having experience managing events in participative, sustainable and accessible way (e.g. for people with disabilities) (2 experts each with 4 references);

Expert Pool 4 “Monitoring, Evaluation and Learning” with 1-2 experts (section 2.5 of the assessment grid)

In derogation from the number of experts mentioned above, **1 CV** must be added to the tender. The ability of the bidder to offer the pool of experts required here is assessed solely on the basis of this exemplary CVs.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Monitoring & evaluation: collecting and analysing participant feedback, deriving improvement measures for future events.

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- Define clear performance indicators (outputs, outcomes, impact) and data sources for the Navigator that would be measured as part of the regular feedback rounds.
- Develop an M&E plan outlining data collection methods, frequency, roles, and responsibilities.
- Data collection and management: Develop and oversee data collection tools (e.g., surveys, interviews, participant lists etc.), and ensure quality control in data collection, storage, and processing
- Monitoring Activities: monitor progress along the agreed upon indicators, produce periodic monitoring reports highlighting key findings and recommendations.
- Learning and Adaptation: facilitate learning reviews or reflection sessions with the team, identify good practices and lessons learned to inform further developments of the Navigator.
- Reporting and Communication: develop user-friendly M&E reports, dashboards, or visualizations, suggest ways to communicate findings to different audiences (donors, partners, internal teams)
- Ensure all M&E activities comply with ethical standards (e.g., informed consent, data privacy)

Qualifications of the expert pool

Education/training (section 2.5.1 of the assessment grid):	1 expert with an advanced university degree (e.g. Master's degree or German 'Diplom') in Development Studies, Economics, Public Policy, Social Sciences, Statistics, Monitoring and Evaluation or a related field
Language (section 2.5.2 of the assessment grid):	1 expert with knowledge of English, level C1 (7 points out of a possible 10), and either French, Spanish, Arabic or Portuguese at B2 level (3 points out of 10); Language levels according to the Common European Framework of Reference for Language
General professional experience (section 2.5.3 of the assessment grid):	1 expert with 3 years of professional experience in M&E or research (with a substantial data collection component)
Specific professional experience (section 2.5.4 of the assessment grid):	1 expert with 4 references detailing experience designing M&E systems and conducting M&E for projects, programs or multistakeholder initiatives
Leadership/management experience (section 2.5.5 of the assessment grid):	Not applicable

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International professional experience outside the country/region of assignment (section 2.5.6 of the assessment grid):	1 expert with 2 years of M&E experience in an international or EU-related context
Professional experience in the country/ region of assignment (2.5.7 of the assessment grid):	Experience working in or for a partner country of EU development cooperation (4 relevant references (including title of assignment, donor, dates, etc.) needed)
Experience in the field of development cooperation (section 2.5.8 of the assessment grid):	1 expert with two years of working experience working in the field of development cooperation.
Other (section 2.5.9 of the assessment grid):	Experience applying participative, sustainable and accessible data collection (e.g. people with disabilities) (4 references)

The bidder 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 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:

- Ability to work well in teams
- Self-driven, detail-oriented, and capable of working independently
- Excellent written and verbal communication skills
- Strong interpersonal and facilitation skills
- Efficient partner- and client-oriented working style
- Interdisciplinary thinking

Soft skills are not evaluated.

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5. Costing requirements

In your tender, please do not deviate from the specification of quantities required in these ToRs. This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services 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.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* of the expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)
Expert 1: Team leader	71	25	96	No
Expert Pool 1: Concept and Text	98	12	110	No
Expert Pool 2: Graphic, Video and Website Design	90	20	110	No
Expert Pool 3: Event Management	80	30	110	No
Expert Pool 4: Monitoring & Evaluation	60	20	80	No

5.2 National administrative staff

– Not applicable –

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

CO₂ emissions caused by air travel should be offset if they cannot be avoided. GIZ specifies a budget for this which enables carbon offsets to be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

Travel expense budget: EUR 45,000

Budget for CO₂ offsets for flights: EUR 3,000. An unalterable budget for CO₂ offsets for settlement against evidence is specified.

As the number and duration of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all trips in Germany and abroad for *all* experts is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs
- Ancillary travel expenses (visa, etc.)

The costs are reimbursed as a lump sum (per-diem allowances 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 the reimbursement of travel expenses (see <https://www.bundesfinanzministerium.de>), or on presentation of evidence (airfares and other main transport costs).

Notes on the settlement of accommodation allowances outside Germany:

- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **in the amount evidenced**.

Notes on the settlement of accommodation allowances in Germany:

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- Accommodation allowances between EUR 80.00 and EUR 130.00 will be reimbursed **in the amount evidenced**.
- Overnight accommodation allowances that unavoidably exceed EUR 130.00 can be settled only in exceptional cases (e.g. trade fairs) **in the amount evidenced** and subject to a EUR 250.00 limit. A written individual justification must be provided.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

Fixed Budget for materials and equipment: EUR 5,000

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence). Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
1 furnished office		IT equipment Software (e.g. survey software, event software, licences for IT applications etc.)
Other communication materials (visuals, banners, etc.)		
Event materials (e.g. roll-ups, banners, name tags, moderation cards)		
Design and license software (e.g. Adobe Creative Cloud, survey/feedback tools)		

5.5 Operating costs in the country of assignment

– Not applicable –

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5.6 Workshops, education and training

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

- 3 short workshops with test groups (approx. 25 participants) in partner countries (one workshop per region (Asia, Africa, Latin America))
- 3-4 workshops for approx. 50 participants, related to outreach in partner countries (one workshop per region (Asia, Africa, Latin America) as side event to an international event)

Workshop budget: EUR 50,000

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
- Technical systems
- Moderation services
- Translation/interpreting services
- Catering
- Workshop materials
- Software for hosting virtual/hybrid events
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

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 travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

Budget for other costs: EUR 20,000

The fixed, unalterable budget above is earmarked in the price schedule for sub-contracts covering videography, photography and translation/interpretation services + printing.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 20,000

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 3.3.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It 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 be between 10-15 pages (excluding the cover page, list of abbreviations, table of contents, brief introduction and CVs). 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 Personnel of the ToRs must be in the EU format and not more than four pages in length.

Each reference listed in the CVs must clearly and unequivocally show what position the proposed person held, the client/organization they worked for, the tasks they performed in that role and the duration of time worked as well as list a reference person for the specific reference.

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 or 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) (if relevant)
- 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) (if relevant)

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.

7. Options or follow-on contract

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 if GIZ wishes to expand the tendered services. This is described in detail below.

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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 overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition:

GIZ's commissioning parties — namely the Directorate-General for International Partnerships (DG INTPA) and the Federal Ministry for Economic Cooperation and Development (BMZ) - extend and/or provide additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

8. Annexes

- a) Logical framework (logframe)
- b) Factsheet: EU Diligence Navigator for Partner Countries