

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

CONFIDENTIAL

Project title:

Employment Prospects for Socio-economic Integration of Refugees
IDPs and Host Communities

**Processing
number/cost centre:**

23.4070.1-001.00

Country:

Iraq

Transaction number:

81323050

Subject of the tender procedure:

Transforming agribusinesses to improve the employment situation in
the Kurdistan Region of Iraq

0. List of abbreviations	2
Context.....	3
1. Tasks to be performed by the contractor	5
2.1 Term	5
2.2 Objectives, indicators, work packages, milestones.....	9
2.3 Project and knowledge management requirements	18
2.4 Data protection.....	18
2.5 Other requirements	18
3 Technical-methodological concept.....	21
4 Personnel.....	25
5 Costing requirements.....	31
5.1 Assignment of experts.....	31
5.2 National administrative staff	32
5.3 Travel expenses	33
5.4 Materials and equipment.....	33
5.5 Operating costs in the country of assignment	36
5.6 Workshops, education and training.....	36
5.7 Local contributions	37
5.8 Other costs	37
5.9 Flexible remuneration item	39
6 Requirements on the format of the tender	39
7 Options or follow-on contact.....	40

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

0. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)
EMNS	Emergency Mass Notification System
EPSI	Employment Prospects for Socioeconomic Integration of Refugees, IDPs and Host Communities (project commissioned by BMZ and implemented by GIZ)
FI	Federal Iraq
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IDP	Internally Displaced Person
IOM	International Organization for Migration
KOMP	Cost per output monitoring and forecast
KRI	Kurdistan Region of Iraq
LoI	Letter of intent
MSME	Micro, Small and Medium Enterprises
MoLSA	Ministry of Labour and Social Affairs (of Iraq)
MoAWR	Ministry of Agriculture and Water Resources
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PWD	Persons with disabilities
RMO	Risk Management Office
SRM	Security Risk Management
ToRs	Terms of reference
UNHCR	Office of the United Nations High Commissioner for Refugees
WP	Work Package

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Context

The project “Employment Prospects for Socioeconomic Integration of Refugees, IDPs and Host Communities” (EPSI) is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ in collaboration with the Ministry of Labour and Social Affairs (MoLSA) of the Kurdistan Region of Iraq (KRI). The project aims to promote inclusive employment and entrepreneurship opportunities in the country. Its overall objective (= module objective) reads as follows: “The employment situation of refugees, internally displaced persons (IDPs) and people from host communities has improved.” The target groups of the project, hence, are refugees, IDPs and host communities in Iraq, as well as returned IDPs and refugees. Within these groups special attention is paid to women and persons with disabilities (PWD).

The project focusses on four outputs:

- (1) Policy Advocacy:** Raising awareness among state actors through evidence-based findings to integrate needs and concerns of refugees, IDPs and marginalised groups in host communities into labour market policy.
- (2) Skills for Employment:** Developing market-relevant skills to enhance the employability of the target groups through vocational training and career development centres by upgrading or developing curricula and upskilling teachers.
- (3) Fit for Business:** Building and developing entrepreneurial and business skills as well as providing financial support to MSMEs.
- (4) Short-term Employment Opportunities:** Providing temporary employment opportunities, such as Cash for Work, for quick income generation to address the immediate financial needs of the target groups.

EPSI’s objective and outputs are based on several contextual factors:

After several years from the defeat of the so-called Islamic State in December 2017, the political situation in Iraq remains unstable. The economic situation in the country is tense and employment opportunities are scarce. The latter is reflected, for example, in the fact that in 2024 the unemployment rate was at 15.5% with a simultaneously low employment rate of 41% (according to the World Bank). The International Monetary Fund forecasts that Iraq's gross domestic product will fall by 1.5 % in 2025. At the same time, persistent structural problems, e.g. widespread corruption (ranked 140/180 in Transparency International's Corruption Perceptions Index in 2024), high trade barriers and an underdeveloped financial sector are weighing on the Iraqi economy, which is dependent on the oil price. These socio-economic challenges are exacerbated by environmental problems, in particular water scarcity, which is steadily worsening due to overexploitation and climate change. Although current poverty data are lacking, it can be assumed that the Corona pandemic has significantly increased poverty and vulnerability in Iraq. For instance, the Humanitarian Response Plan (by OCHA) estimates that the number of people in need in Iraq came to 2,5 million in 2022. Despite Iraq's macroeconomic position as a middle-income country, there is a high level or high risk of poverty among refugees, IDPs and host communities. This poverty or risk of poverty arises primarily from the lack of prospects for income-generating employment. This inter alia goes back to the fact that job-seeking refugees, IDPs and people in host communities often have insufficient qualifications for existing jobs and/or the qualifications are not recognised. Lack of access to finance for entrepreneurial activities and to employment-related contacts and networks also hampers employment growth. Vocational training courses and support services are often

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

inadequately geared to the needs of the labour market. Career training and knowledge sharing on business start-ups and labour law are rare. Alternative entry points to the primary labour market – such as internships and the associated work-based learning – are often unpaid and therefore unattractive for young people seeking their first job. Finally, existential constraints often push vulnerable labour market participants into taking advantage of short-term, informal job opportunities that do not offer prospects for long-term decent employment. These causes are further exacerbated by the lack of awareness at the relevant authorities (e.g. MoLSA) of the special labour market needs of marginalised population groups, as this deficiency hinders concerted counteraction at the political level.

The above-mentioned target group makes up the largest proportion of the marginalised population, especially in the northern parts of the country where progress in their integration into host communities is faltering. The number of refugees in Iraq stood at over 341.000 people in July 2025, according to the Office of the United Nations High Commissioner for Refugees (UNHCR). Most of them are from Syria and live in the Kurdistan Region of Iraq (KRI).

According to UNHCR and the International Organization of Migration (IOM), there are 1.031.475 IDPs in Iraq as of June 2025. The numbers have been declining over the years. While most IDPs (89%) live in urban settings, around 104.620 live in 20 IDP camps in KRI. The IDPs are spread across several governorates in KRI and Federal Iraq.

IOM counts a total of 4.927.890 returned IDPs since 2014. Most of them returned to Ninewa, Anbar and Salah al-Din. The Government of Iraq aims at closing the remaining IDP camps which has led to several return movements. However, conditions for a humane return are still not met. After critical voices from the government KRI, the international community and civil society, the government renounced the formerly set deadline for the camp closure (July 2024) until further notice.

The promotion of marginalized groups in the host communities requires particular attention:

- Women are severely disadvantaged. 46% of the Iraqi population opposes women working outside the family. Despite very low participation in the labour market, this results in 30% of women of working age being unemployed (compared with 13% of men; according to the World Bank) and there being far fewer female than male entrepreneurs. Women account for just 11% of the working population. Women also have less access to land and other assets as well as financial services.
- According to the Committee on the Rights of Persons with Disabilities, Iraq's population of persons with disabilities is one of the biggest worldwide. In the districts of Dohuk, Sumel, Zakho, Sinjar, Fallujah and Ramadi, for example, between 24% and 33% of IDP households outside the camps had one or more household members with a disability in 2021. War, violence and economic hardship affected PWD in Iraq disproportionately worse.

Key underserved areas in KRI include the Soran-Shaqlawa corridor (Erbil outskirts), where returnee and refugee families rely on small-scale farming and livestock, and Garmyan District (Sulaimaniyah outskirts), home to vulnerable households engaged in farming and agribusiness. These populations contribute to local economies through farming, greenhouse cultivation, beekeeping, dairy, and food processing, but face limited access to finance, inputs, and structured support. Both regions have strong agricultural potential in fruit cultivation, beekeeping, livestock, and greenhouse vegetables. However, most enterprises are small, informal, and low in productivity due to limited equipment, weak business and marketing

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

capacity, poor market linkages, and inconsistent access to water and inputs. Despite these constraints, the existing entrepreneurial base makes these areas ideal for agribusiness scale-up interventions rather than start-ups. Environmental pressures, including drought and declining soil fertility, reduce agricultural productivity and have led some households to migrate or diversify income sources. Climate-smart practices and improved resource management are critical to sustaining agribusiness livelihoods. Agriculture and agribusiness remain one of the few viable livelihood options for youth, women, and displaced groups. Supporting MSME growth in these sectors can stimulate local employment, generate income, and foster social cohesion by connecting trained youth and agriculture graduates with existing enterprises across host and displaced communities.

Entrepreneurs are networked with one another and supported through coaching and mentoring. The different realities of job-seeking IDPs, refugees and returnees, especially women and PWD, in terms of their work and everyday life are taken into account in the measures, for instance, by ensuring that training sites are suitable and accessible to women in the given context (childcare, working hours, transport, etc). Gender-specific barriers that female entrepreneurs often face (e.g. professional stereotypes, limited access to financing, mobility restrictions) are taken into account to design context-sensitive measures that overcome these. Moreover, special attention is paid to the inclusion of and accessibility for PWD depending on their needs. This may include but is not limited to the provision of ramps for physical access, sign language interpreters, personal assistance, etc. Complementary and where necessary awareness raising on the importance of the inclusion of women and PWD is included in the activities as well. Last but not least, greening the economy, including but not limited to the acquisition of professional skills relevant to environmental protection and climate action including resource conservation (e.g. on ways of working that are less resource intensive) as well as climate-friendly corporate behaviour is prioritised in the output.

1. 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

The overall objective is to scale up agribusiness enterprises in underserved areas of the Kurdistan Region of Iraq, enhancing income generation, job creation, and social cohesion among displaced, marginalized and host communities.

The objective of the assignment is to build the capacity of 70 SME in agriculture to expand their businesses through training, coaching and facilitating business linkages as well as access to services including finance, in order to contribute to the development of their businesses and to contribute to the indicator achievement of the project Module Objective Indicator 2 and 3 (see table under 2.2). The focus of the intervention is in the Kurdistan Region of Iraq, Garmyan Independent Administration- part of Sulaimaniyah Governorate, and Soran Administration – part of Erbil governorate.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Agribusinesses within these ToR are defined as an agricultural business practice which has been established and running for at least one full production or sales cycle (preferably 12 months - or more), has a consistent customer base, and is seeking to scale operations, improve value addition, or access new markets — rather than still testing its concept.

In KRI, such businesses often include greenhouse vegetable farms, dairy producers, beekeeping enterprises, food processors, or irrigation service providers that are now seeking to scale production, improve quality, or access new markets. In the rural areas of KRI agribusinesses are mostly small, family-run or medium sized enterprises, with a growing number of startups and medium enterprises emerging around urban centers.

However, these small-medium sized businesses require support in order to formalize and expand their operations.

The contractor is required to plan and implement a standard SME Loop cycle for 70 SME with one or more local BDS providers.

For the following assignment the focus is on output 3: Fit for Business.

The objective for output 3 is defined as: “The technical and financial capacities of refugees, IDPs and people from the host communities to set up, expand or reactivate MSMEs have been enhanced.” The assumption underlying output 3 is that the establishment and expansion of MSMEs on the local labour markets enables the founders to become self-employed and that this, along with business expansion, may create further jobs for the target group (module objective).

Therefore, output 3 focuses on increasing the technical and financial capacities of refugees, IDPs and people from host communities to establish, expand or reactivate MSMEs. MSME start-ups and scale-ups receive training courses on entrepreneurial skills as well as direct access to (micro-) grants or support to access loans and grants at national and international institutions.

Specific Objectives

1. Capacity building of local BDS providers and familiarization with SME Loop for ToT
2. Strengthen the technical and financial capacities of agribusinesses in selected underserved areas.
3. Facilitate cross-governorate peer learning and exchange to spread best practices and innovations.
4. Create new employment opportunities by linking agribusinesses with youth and agri-graduates.
5. Contribute to social cohesion by fostering collaboration between host communities, IDPs, refugees, returnees, women, and PWDs.

Output Area 1 — Strengthened Local Business Development Capacity

Output 1.1: A qualified local BDS provider is competitively selected, trained through a full SME Loop ToT/ToC programme, and confirmed ready to independently deliver SME Loop services.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Output 1.2: A fully functional BDS implementation team (trainers, coaches, backstoppers) is established, assessed for competency, and supported with adapted SME Loop materials and operational standards

Output Area 2 — Enhanced Capacities of 70 Agribusiness SME

Output 2.1: Seventy agribusiness SMEs are inclusively selected, assessed, and enrolled, with adapted SME Loop training materials tailored to their sector needs.

Output 2.2: SME Loop classroom training and structured coaching (up to 11 visits per SME) are delivered, with progress tracked through systematic monitoring and final capacity development reporting.

Output Area 3 — Agribusiness Scale-Up Support

Output 3.1: A transparent and inclusive business plan application and evaluation process is implemented for the 70 participating agribusiness SMEs. Following completion of the SME Loop training and coaching, participants submit business expansion plans which are assessed by a selection committee against predefined criteria, resulting in the competitive selection of 34 agribusinesses for scale-up support.

Output 3.2: The 34 selected agribusinesses receive targeted in-kind support through the procurement of goods and equipment by the contractor based on their approved business expansion plans. The support enables participating agribusinesses to increase productivity, expand operations, and contribute to income generation and employment creation.

Output Area 4 — Peer Learning, Youth Linkages & Employment Creation

Output 4.1: A peer learning and youth linkage framework is developed and implemented, enabling structured cross-governorate exchange sessions and job-matching events.

Output 4.2: Agribusinesses, students, and graduates participate in networking and employment facilitation activities, generating documented collaboration leads and improved learning outcome

Output Area 5 — Strengthened Market Access & Knowledge Consolidation

Output 5.1: Market linkage activities—including buyer/investor mapping, matchmaking, and networking sessions—are conducted to expand market access for supported agribusinesses.

Output 5.2: Monitoring of business upgrades, income and job creation, and operational improvements is completed, with lessons learned consolidated into a final peer-learning and scaling model.

The contractor is responsible for contributing to the following objective and indicators:

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Project Indicators	Contribution by the contractor
<p>Module Objective Indicator 2</p> <p>840 additional people, including 420 women and 84 people with disabilities, have improved their income or other working conditions in their existing employment 6 months after the end of the support.</p>	<p>To be partly fulfilled by the contractor; the contractor contribution is:</p> <p>70 additional people, including 35 women and 4 persons with disabilities, have improved their income or other working conditions in their existing employment 6 months after the end of the support.</p>
<p>Module Objective Indicator 3</p> <p>The supported micro, small and medium-sized enterprises (MSMEs) have created 1090 additional jobs, including 480 for women and 104 for people with disabilities, within 6 months of the end of the support.</p>	<p>To be partly fulfilled by the contractor; the contractor contribution is:</p> <p>The supported micro, small and medium – sized enterprises (MSMEs) have created 65 additional jobs, including 32 for women and 6 for persons with disabilities, within 6 months of the end of the support.</p>
<p>Output Indicator 3.1</p> <p>2.200 additional refugees, IDPs and people from the host communities, including 1.100 women and 220 people with disabilities, who have completed non-financial support measures on setting up, expanding or reactivating MSMEs, have enhanced their relevant technical capacities.</p>	<p>To be partly fulfilled by the contractor; the contractor contribution is:</p> <p>70 additional refugees, IDPs and people from the host communities, including 35 women and 4 persons with disabilities, who have completed non-financial support measures on expanding MSMEs, have enhanced their relevant technical capacities.</p>
<p>Output Indicator 3.2</p> <p>1.500 additional IDPs, refugees and people from the host communities, including 750 women and 150 people with disabilities, have received support to finance the setting-up, expansion or reactivation of their MSME.</p>	<p>To be partly fulfilled by the contractor; the contractor contribution is:</p> <p>34 additional IDPs, refugees, and host community members, including 23 women and 5 persons with disabilities, receive support to finance the expansion of their MSMEs through in-kind assistance.</p>

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Work Packages

The contractor shall deliver the following work packages in close cooperation with GIZ and local stakeholders:

Work Package 1: Selection and Capacity Building of Local BDS Provider

This WP contributes to Output 1.1 – 70% and to Output 1.2 – 30% **Objective:** To competitively select a qualified Business Development Service (BDS) provider and ensure its technical readiness to deliver the SME Loop through trained trainers and coaches.

Scope of Work

1. Selection of Local BDS Provider

The Contractor shall:

- Identify and select a qualified local BDS provider (per SME Loop Handbook 4.6).
- Present a proposed selection methodology and criteria to EPSI for validation.
- Conduct outreach, shortlisting, interviews and evaluation.
- Recommend final BDS provider for EPSI approval.

The methodology should outline:

- eligibility criteria
- evaluation criteria & scoring
- assessment tools
- due diligence steps

2. Formation of BDS Implementation Team

- Support the local BDS provider in nominating trainers, coaches, and backstoppers (Handbook 4.7).
- Assess suitability of nominated personnel.
- Present the final proposed team for validation.

3. Capacity Building of Local BDS Provider (Including ToT/ToC)

The Contractor shall:

- Engage a certified SME Loop Master Coach.
- Develop and implement a structured capacity building programme including:

A. Onboarding training

covering:

- SME Loop structure & methodology
- responsibilities and expectations
- operational delivery standards
- reporting & documentation
- quality assurance

B. Delivery of ToT / ToC

- Training of Trainers
- Training of Coaches

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- M&E training for coaches and backstoppers
- Adaptation of materials
- Preparation for coaching rollout

C. Readiness confirmation

- competency assessment of ToT graduates
- readiness report confirming ability to deliver SME Loop under Work Package 2

Recommended ToT Package

- 1 SME Loop Core ToT (5 days)
- 1 Coaching Methods ToT (3–4 days)
- 1 Business Assessment / BMC / Financial Literacy ToT (2–3 days)
- 1 Refresher + Quality Assurance Workshop (1 day)

Total ToT Sessions

4 ToT sessions in total (1 core + 2 supplementary + 1 refresher)

Milestone	Delivery Period
Milestone 1: BDS selection methodology & criteria approved	End of Month 1
Milestone 2: Local BDS provider selected and confirmed	Mid – Month 2
Milestone 3: Trainers & coaches identified	End of Month 2
Milestone 4: Capacity Building programme completed & ToT/ToC delivered	Mid - Month 3
Milestone 5: Readiness Confirmation for ToT implementation	End of Month 3

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Work Package 2: Training Delivery to Agribusinesses through ToT of Local BDS

This WP contributes to Output 2.1 – 40% to Output 2.2 – 60% This Work Package contributes to Output Indicator 3.1 – 100%: enhancing the relevant technical capacities of SMEs in KRI for expansion.

Objective: To enhance the managerial, technical, and operational capacity of selected agribusinesses through the delivery of SME Loop classroom trainings and structured coaching, conducted by the capacitated local BDS provider trained under Work Package 1.

Recommended SME Training Structure

- **3 classroom trainings per cycle:**
 - Entrepreneurship & Business Model Workshop
 - Financial Management & Costing/Pricing
 - Marketing, Sales & Growth Planning

Delivered **twice** (once per location).

Total Classroom Trainings: 6 classroom training sessions (3 in Garmyan + 3 in Soran)

Scope of Work

This Work Package focuses exclusively on:

- Delivery of SME Loop classroom trainings to agribusinesses
- Coaching of the 70 selected SMEs
- Monitoring, reporting & performance documentation

Key Tasks

1. Adaptation & Content Preparation

The Contractor (working through the trained BDS provider) shall:

- Adapt SME Loop training modules and materials to SME needs
- Incorporate sector-specific needs, constraints, and opportunities.
- Align final content with gaps identified through SME assessments and baseline profiles.

2. Selection Process Support

The Contractor shall support the BDS provider to:

- Conduct inclusive outreach in target areas.
- Screen applicants against agreed criteria.
- Ensure inclusion standards are applied:
 - IDPs
 - refugees
 - women
 - PWD
 - host community
- Confirm and enrol 70 agribusinesses
- Organize them into suitable training cohorts.

3. Classroom Training Delivery

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

The trained BDS provider shall deliver two – theoretical - core SM

4. Coaching Delivery

The trained BDS provider shall:

- Deliver structured coaching cycles to all 70 SMEs.
- Conduct up to 11 coaching visits per SME.
- Provide on-site support to apply classroom learnings.
- Track business implementation progress.

5. Reporting & Monitoring

The Contractor (through the BDS) will produce:

- progress tracking against KPIs
- coaching implementation documentation
- quarterly reports
- final coaching reports
 - a. The selection process will involve:
 - Establishing selection criteria
 - Conduct inclusive outreach to potential participants in target areas (Soran and Garmyan), both online and offline
 - Call for application
 - Review of submitted applications: selection must ensure inclusivity according to the EPSI target group participation: 50% displaced groups; IDP’s and Refugees, 50% women, 10% PWDs, and 50% host community
 - Undertaking detailed individual business assessments using collected data (surveys (e. g. via KoboToolbox, documents and interviews, see SME Loop Handbook “Minimum Quality Standards”, page 3)
 - Evaluation of the business profile (gap-analysis) and enrolment of entrepreneurs
 - The 70 Agribusiness SMEs selected will be organised in suitable cohorts once the selection is process is finalised.

Milestone	Delivery Period
Milestone 1: Adapted SME Loop training materials and training methodology finalized	Start: Mid - Month 3
Milestone 2: Selection Process Support	Start: End Month 3
Milestone 3: <u>Classroom Training Delivery for 70 Agribusinesses</u>	Start: Month 4
Milestone 4: Coaching of 70 SMEs conducted and quarterly reports submitted	Start: Months 5-6

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Milestone 5: Final coaching reports and capacity development summary submitted	Start: Month 7
---	-----------------------

Work Package 3: In-Kind Support for Agribusiness Expansion

- This WP contributes to Output area 3.1 – and Output area 3.2 – 100%

Objective:

To support the scale-up of 34 selected agribusinesses that successfully completed the training under WP1. Based on the evaluation of their submitted business expansion plans and selection by a designated committee, the agribusinesses will receive targeted in-kind support through the procurement of equipment and materials by the contractor.

This support aims to enable participating agribusinesses to expand their operations, improve productivity, and generate additional income and employment opportunities.

Coaching Structure

- Out of the total number of coaching visits per SME mentioned in WP2, **4–5 structured coaching visits must be dedicated per SME for the 34 selected agribusinesses whom will receive the in-kind support for expansion**
- **4 coaching cycles × 2 locations = 8 coaching cycles in total**
(Each cycle includes multiple SME visits.)

Key Tasks

The following activities will be carried out by the local business development service provider with the technical oversight of the contractor:

- **Launch the business plan application process:** Develop application guidelines and general selection criteria (e.g., feasibility, market potential, inclusivity, sustainability), allowing flexibility in how participants demonstrate their plans.
- **Orientation session for participants:** Introduce all 70 training participants to the application process, criteria, and timelines, and clarify expectations for pitching their business ideas.
- **Technical support for plan preparation:** Offer guidance and coaching to help MSMEs develop and refine their business expansion plans.
- **Application review and selection setup:** Form a selection committee with at least three representatives from the Contractor and GIZ, as well as representatives from relevant stakeholders (e.g. civil society organizations, private sector, or government institutions)
- **Pitch session:** Provide the opportunity for all 70 participants to present their business expansion plans to the committee, with flexibility in the presentation format.
- **Selection of beneficiaries:** The committee selects 34 agribusinesses based on the overall evaluation. The final list is shared with GIZ for verification, and participation agreements are signed with the selected businesses.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- **Procurement and delivery of support:** Procure and provide equipment or materials aligned with the approved business plans to facilitate business growth.
- **Implementation support and monitoring:** Conduct follow-up coaching and monitor progress, documenting outcomes in productivity, income, and employment generation.

Milestone	Delivery Period
Milestone 1: Launch of business plan application phase; application process initiated	Start: Month 5
Milestone 2: Application review and selection process completed; 34 agribusinesses selected	Start: Month 6
Milestone 3: Procurement and delivery of in-kind support initiated	Start: Months 6.5–7
Milestone 4: Monitoring, coaching support, and documentation of results completed	Start: Months 7-8

Work Package 4: Peer Learning, Youth Linkages & Market Networking

- This WP contributes to:
 - Output 4.1 – 45%
 - Output 4.2 – 55%
 - Output 5.1 – 50%
 - Output 5.2 – 50%

Objective:

This Work Package aims to consolidate learning, employment linkages, and market access outcomes towards the end of the project by:

- Fostering cross-governorate peer learning and experience-sharing among supported agribusinesses from Soran (Erbil) and Garmyan (Sulaimaniyah);
- Connecting youth (students and graduates of agriculture-related disciplines)—particularly those with exposure to climate-smart and green agriculture practices—with supported agribusinesses for collaboration, internships, and employment opportunities;
- Strengthening market access and private-sector linkages by connecting agribusinesses with buyers, investors, and partners;
- Documenting lessons learned, good practices, and peer-learning models to support sustainability, replication, and scale-up.

This WP serves as the transition and exit-oriented package, translating capacity development and financial support into employment, collaboration, and market outcomes.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Key tasks:

1. Framework Development & Preparation

- Develop an integrated Peer Learning, Youth Linkage, and Market Networking Framework, including:
 - Methodology for peer exchange sessions;
 - Approach for youth–agribusiness job matching;
 - Design of networking and market linkage events.
- Submit the framework to EPSI for review and approval prior to implementation.
- Identify and compile:
 - Participating agribusinesses from Soran and Garmyan;
 - Agriculture students and graduates;
 - Potential buyers, investors, and private-sector partners.

2. Peer Learning & Youth Linkage Activities

- Conduct two (2) cross-governorate peer learning sessions:
 - One session in Soran;
 - One session in Garmyan.
- Organize two (2) youth linkage and employment events:
 - One event per location;
 - Focused on internships, apprenticeships, and entry-level employment.
- Facilitate structured discussions on:
 - Business challenges and solutions;
 - Climate-smart and innovative agricultural practices;
 - Youth skill needs and employer expectations.

3. Market Linkages & Networking Activities

- Organize four (4) market linkage and networking events, including:
 - Two (2) local business networking events (one per location);
 - One (1) regional market linkage conference bringing together agribusinesses, buyers, and partners;
 - One (1) investor/buyer roundtable (optional, depending on market readiness).
- Support agribusinesses in:
 - Presenting products and services;
 - Showcasing expansion plans;
 - Engaging in business matchmaking discussions.
- Compile a list of partnership and investment leads.

4. Monitoring, Learning & Documentation

- Monitor:
 - Employment leads and youth placements;
 - Business collaboration outcomes;
 - Early market access results.
- Collect feedback from agribusinesses and youth participants.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- Consolidate lessons learned from peer learning, employment facilitation, and market networking.
- Prepare a final narrative and learning report, including:
 - Good practices;
 - Peer learning model;
 - Recommendations for replication and future programming.

Milestone	Delivery Period
Milestone 1: Integrated Peer Learning, Youth Linkage & Market Networking Framework finalized and approved	Month 6
Milestone 2: Peer learning sessions, youth linkage events, and local networking events conducted	Months 6.5 - 7
Milestone 3: Regional market linkage event / investor roundtable completed; outcomes documented	Month 7
Milestone 4: Final learning, employment facilitation, and market linkage report submitted	Mid-month 7 – end month 8

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:

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

The contractor is obliged to coordinate regularly with GIZ and may not implement any activity without prior coordination with GIZ.

All deliverables are to be prepared and submitted in English, except stated otherwise.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- Degree to which activities are implemented
- Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
- Updates on the participant numbers of the activities
- Gender sensitivity of the project activities
- Reasons for delays and ways to ensure these will not hamper reaching the final results in time
- Results that have occurred in the contractor's sphere of responsibility
- (Potential) unintended negative impacts
- Risks

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.

- Interim report(s): Brief narrative reports every three months accompanied by an updated work plan for the next three months; due date 4 weeks after end of each reporting period
- Final report 2 month after activities are completed
- The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Additionally, the contractor is required to produce:

- Monthly updates on the participants of the activities with indications in relation to the outputs in written form; due date always mid of following month

Please note that GIZ will provide the contractor with clear instructions how the (personal) data needs to be collected and processed (see also chapter 2.4 Data Protection). Personal data should only be transferred to GIZ via <https://filetransfer.giz.de/>.

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

Backstopping requirements:

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

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

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

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

2.4 Data protection

The data protection and information security provisions set out in the most recent GIZ AVB (sections 1.7. Confidentiality and 1.11 Data Protection) apply.

Personal data will be processed on behalf of the client. 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 organisational 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.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

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

In all work packages, the service provider is required to focus on fostering social cohesion between members of host communities, IDPs, refugees, and returnees. This may look different in each work package. The service provider must make sure to not do any harm or be blind/neutral towards potential conflict lines between these groups (as a minimum standard). In addition, the service provider must at all times work gender sensitively and make sure that women can equally access the training and capacity building measures outlined below. Moreover, when developing curricula or any other documents, these need to incorporate gender equality standards, ensuring that women and men are equipped for equal access to the labour market.

Persons with any kind of disability must have access to the training and support measures in this work package. In addition, any curricula or other materials developed under this work package must be designed in a way which ensures that PWD can equally participate in business support measures as well as the labour market.

In all work packages (WP), the contractor shall include 50% IDPs, refugees or returned IDPs or refugees as well as 50% members of host communities.

Moreover, the contractor must ensure timely and adequate communication with responsible KRI authorities as well as obtain all necessary approvals by the responsible authorities for any access related matters (access to sites, buildings, areas, etc.), and any other matters that may arise and need approval by official authorities.

- Gender equality:

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

The contractor must prioritise gender equality across all four work packages, ensuring that women and men have equal rights, resources and representation. However, the contractor must be aware that this may lead to tensions in families and/or society. In a male dominated society as in Iraq, providing women with job and employment opportunities can easily be a source of tensions. Men (and potentially also women) may increasingly view the project activities with suspicion as they may pose a challenge to patriarchal hegemony.

The contractor must be aware of these risks and ensure sound mitigation measures to not endanger any of the participants. In addition any form of sexual harassment or discrimination on the basis of gender must be avoided and prevented by all means. Should any such cases occur nevertheless, they must immediately be reported to GIZ to find ways to remedy and prevent any further escalation.

In particular the following provisions shall be ensured by the contractor:

- For WP1, efforts should be made to promote women into leadership and teaching roles within the ToT of the Business Development Service Providers.

Training facilities must be designed in a way that allows equal access and comfort for women and men. This may include flexible training schedules, childcare provisions and gender-sensitive infrastructure of training venues (including bathrooms).

- For WP2, the contractor must include strategies to increase female participation, especially in traditionally male-dominated sectors, inter alia by making sure advertisements for trainings do not target a specific gender group, creating a supportive environment through flexible training schedules, childcare provisions, gender-sensitive infrastructure of training venues (including bathrooms), gender-sensitive curricula, etc.

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

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

The contractor shall prevent negative impacts on the environment and the climate in his/her area of responsibility (both in technical as well as administrative/ management activities). This includes but is by far not limited to minimising the environmental footprint of the project through energy-efficient practices and waste reduction measures. In addition the contractor shall contribute to improving the environmental and climate situation through this assignment wherever possible.

- Conflict and context sensitivity:

With its focus on employment and social inclusion for IDPs, refugees, returnees, and host communities, the project faces challenges in a society with substantial levels of violence and a male-dominated culture in the public sphere and workplaces. There are a number of important unintended risks that the project is likely to face. The focus on gender, in particular in supporting women in employment and job creation may lead to social tensions. Moreover, the project shall avoid exacerbating existing tensions or conflicts along ethnic

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

and/or partisan lines as result of possibly side-lining specific groups in the country. High levels of corruption in the country pose a further risk and the project will need to properly ensure addressing corruption, clientelism, patronage structures, throughout all activities.

- The contractor must at all times adhere to the Do No Harm principle as a minimum of her/his actions. As the principal factors for conflict, fragility and violence in Iraq are immense the contractor is required to have a thorough understanding of the context and to act with the highest level of conflict and context sensitivity possible. The contractor must pre-analyse and then monitor regularly unintended negative effects of the intervention.
- Additionally, the contractor must integrate conflict sensitivity and a deep understanding of the local context into the planning and implementation of all four work packages.
- Human rights:
The contractor must ensure that the protection and promotion of human rights are central to his/her working mode, project set up including the design and implementation of all five work packages. The contractor must be aware, that some of the target groups of this assignment (e.g. IDPs) have faced substantial human rights violations. Equal access to services shall be a guiding principle for this assignment.

Security precautions:

The overall security context in Federal Iraq (FI) & KRI can be characterized as fragile and volatile. This manifests in violent clashes, terrorist attacks, or armed conflicts between ethnic and denominational groups as well as the increasing presence of militias with their own political agenda. The political and tribal landscape is fragmented, and power constellations can be uncertain. Furthermore, tensions between external actors, particularly between the US and Iran as well as the escalation of conflicts in neighbouring countries, including the Israel-Gaza war, could exacerbate existing tensions and instability within FI & KRI.

Therefore, the contractor is obliged to make themselves familiar with the national guidelines and procedures and plan accordingly. GIZ also has its own operative risk management office in place which will share limited advice in the implementation process, therefore a timely contact, ideally via one focal point, with Risk Management Office (RMO) GIZ is recommended. Specific details will be shared with the contractor once the contract is concluded. However, GIZ is not liable for the safety and security of staff of other organisations. Any information-sharing is to be understood as non-binding and information will only ever be shared without any claim to be complete or guarantee of completeness or that the information is of use to the recipient. GIZ carries no liability for the security risk management for consulting firms; the duty of care remains with the contracting entity.

All staff travelling to Federal Iraq are to register with the BMZ through the RMO in the given timeline that will be shared by the RMO and inform the RMO when entering or departing FI or KRI.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

All staff based in or deployed to FI or KRI on a permanent basis or for duty travel must register with the GIZ-own Emergency Mass Notification System (EMNS) while in country. Should the BMZ or GIZ Country Directors order an evacuation or suspension of duty travels for GIZ and or contractors, such orders are to be complied with (see section 2.2.7 of the General Terms and Conditions).

Prior to arrival in country, contractors are required to attend a security briefing from the GIZ Risk Management Office (RMO). The winning tenderer should inform the GIZ Risk Management Office of any Security Incidents should they affect their personnel while in Iraq.

A budget to cover all costs associated to security precautions has been specified, please regard 5.8 other costs.

3. Technical-methodological concept

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

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

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

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

-Not applicable-

3.3 Strategy (section 1.3 of the assessment grid)

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

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

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

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

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

- Providing improvement suggestions of all work packages
- Presenting specific approaches for the selection of local Business Development Service providers (described in WP1)
- Adaptation of the SME Loop by presenting training topics matching the Agribusiness/Agriculture sector of local rural context (Described in WP 2)
- Presenting approaches for peer-learning (described in WP 4)
- Presenting approaches for selection of SMEs qualified for grant funding - which qualifications would be in place for this?, (described in WP 3)
- Elaboration of the remuneration concept for the local BDS providers (is the training free of charge, will they be paid or not?..etc.)

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

-Not Applicable-

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

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer 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 tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

The following points are to be considered by the contractor:

- **Male household members being in charge – not allowing women to participate alone**
In many households, male family members maintain decision-making authority, which can result in women not being permitted to attend activities or participate in programs independently without male accompaniment or approval.
 - Lack of confidence of women to participate and uncertainty:

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Some women may experience low levels of confidence or feel uncertain about their ability to engage in public activities, trainings, or community initiatives, which can discourage them from participating even when opportunities are available.

- Lack of childcare support could prevent the women from these areas to participate
Limited access to reliable and affordable childcare services can become a significant barrier for women, as their caregiving responsibilities may prevent them from attending events, workshops, or capacity-building activities.
- Trauma affected women from displaced groups
Women who have experienced displacement and trauma may face additional psychological and emotional barriers that hinder their participation, as they may require specialized support and a safe environment to feel comfortable engaging in such programs.

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

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

Conflict and context sensitivity

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

Human rights

Not Applicable

Requirement: 'Gender equality':	4 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	3 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	3 points out of 10 (maximum)
Requirement: 'Human Rights'	Not Applicable

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

3.4 Project management

(section 1.4 of the assessment grid)

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

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

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

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

– Not Applicable –

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

In the tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

The tendered is required to demonstrate how they will cooperate with the relevant ministries, being MoLSA and MoAWR.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

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

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

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

3.5 Further requirements

(section 1.5 of the assessment grid)

– Not Applicable –

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.

For short-term experts we explicitly ask to include the period of assignments as well as the concrete number of assignment days (e.g. assignment from May until September with 15 assignment days). Short-term assignments without this information will not be counted in the evaluation of the bid and therefore render less points. Yet, bids without this information will not be excluded.

Key Expert 1: Team Leader and SME Training & Coaching Expert (equivalent to SME Master Coach) with international expertise

(section 2.1 of the assessment grid)

This position is a key expert.

Tasks of key expert 1: (team leader)

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: ToT, Curricula adaptation and implementation, measuring impact of trainings, M&E.
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- Conduct need analysis regarding knowledge gaps of local Business Development Service Providers, and local requirements for business development support to SME's.
- Conduct stakeholder consultations
- Develop/ Adapt training material, user guides and guidelines according to the SME Loop methodology
- Develop M&E capability for capturing activities and relevant indicators based on provided timeline and framework, and lead in regular collection of data, analysis and preparation of reports
- Provide technical assistance and back-stopping to the trainers/coaches on the implementation of the SME Loop
- Carry out training of ToTs and coaches from the local training institutions and refresher training for the existing ones based on need
- Review the implementation of the training and coaching stages of the SME Loop and provide recommendations for the implementation of further training and coaching stages

Qualifications of key expert 1: (team leader)

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in business administration, economics or agronomy.
Language (section 2.1.2 of the assessment grid):	C1 level language proficiency in English in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	7 years of professional experience in SME promotion
Specific professional experience (section 2.1.4 of the assessment grid):	6 years in training and coaching of SMEs (5 points), with 3 years experience using the SME Loop methodology (5 points)
Leadership/management experience (section 2.1.5 of the assessment grid):	3 years of leadership experience as project team leader of at least 2 team members
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	5 years of professional experience in projects outside the Middle East.
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in projects in the Middle East, of which 2 years in projects in Iraq
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	6 years of professional experience in DC projects
Other (section 2.1.9 of the assessment grid):	Not Applicable

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Key Expert 2: Project Coordinator with national administrative & financial expertise

(section 2.2 of the assessment grid)

This position is a key expert.

Tasks of key expert 2

- Provide administrative and financial support to the experts and local BDS- including financial records, invoices and reporting
- Support the trainers and coaches in the development of an implementation plan of the SME Loop
- Prepare logistical and administrative aspects for ToT training, including required materials and methodology
- Advise Key Expert on local context and rural authorities
- Prepare communications and visibility materials

- Review and assist in the selection of appropriate modules for the different profiles of enterprises targeted

- Support the team leader/ BDS provider in the set up of the standard system for monitoring SME performance and development during the implementation of the SME Loop and provide a mechanism for knowledge management

Qualifications of key expert 2

Education/training (section 2.2.1 of the assessment grid):	University degree in Business Administration, Economics or Agronomy
Language (section 2.2.2 of the assessment grid):	C1 -level language proficiency in English in the Common European Framework of Reference for Languages (5 points), and C1 level in Kurdish language in the Common European Framework of Reference for Languages (5 points)
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience in organizing and preparing project activities
Specific professional experience (section 2.2.4 of the assessment grid):	3 years of professional experience in the promotion of SME
Leadership/management experience (section 2.2.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment	Not applicable

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

(section 2.2.6 of the assessment grid):	
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	6 years of professional experience in the Kurdistan Region of Iraq
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	3 years of professional experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	Not Applicable

Expert Pool 1: Agricultural Support with international expertise consisting of 2 experts (section 2.3 of the assessment grid)

In derogation from the number of experts mentioned above, 2 CVs must be added to the tender. The ability of the tenderer 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 short-term expert pool 1:

- Ensure materials to be distributed are aligned with the SME Loop methodology
- Advise the local BDS provider on International Agriculture trends, practices and methodologies for delivering the trainings to the agribusinesses
- Support the local BDS provider to implement and use interactive and engaging training techniques to facilitate learning
- Prepare a report on the training outcomes
- Prepare a coaching framework according to the specific agribusiness enterprises.
- Provide orientation sessions to the local BDS provider on how to conduct the coaching sessions from an agricultural perspective, according to the specific agribusiness enterprises.
- Support the local BDS provider, together with Expert Pool 2, in selecting the 34 agribusinesses to receive in-kind expansion support, including reviewing business plans and serving as a member of the selection committee.

Qualifications of the short-term expert pool

Education/training (section 2.3.1 of the assessment grid):	2 experts with university qualification (German 'Diplom'/Master or Bachelor) in Business Administration, Economics or Agricultural Economics.
Language (section 2.3.2 of the assessment grid):	All experts with C2 Level of English Language Proficiency in the Common European Framework of Reference for Languages

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

General professional experience (section 2.3.3 of the assessment grid):	All experts with 5 years (each) of professional experience in the agricultural sector and agribusiness support.
Specific professional experience (section 2.3.4 of the assessment grid):	One expert with 4 years of professional experience in Market Access & Linkages expertise. One expert with 4 years of professional experience in product processing/sorting and packaging expertise, and quality assurance/standards expertise.
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):	All experts with 5 years (each) of experience outside the Middle East.
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	Not applicable
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	All experts with 3 years (each) experience in the field of development cooperation.
Other (section 2.3.9 of the assessment grid):	Not Applicable

Expert Pool 2: Consultants with national expertise with minimum 2, maximum 4 experts

(section 2.4 of the assessment grid)

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

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

Tasks of the short-term expert pool 2:

- Support the local BDS provider in preparing the Business Plan templates for application for the Agribusinesses to fill and submit
- Review the Business Plans together with the local BDS provider and provide input during the selection process
- Gather inputs from the 34 selected agribusinesses based on their business plans, and compile a summary report outlining their material procurement needs.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- Conduct the procurement of materials, with the support of the local BDS provider, for the 34 selected agribusinesses
- Monitor and track the progress of the agribusinesses pre-and post-coaching sessions
- Distribute evaluation forms or conduct surveys to gather feedback from participants.
- Work closely with the Expert Pool 1 for agricultural expertise and inputs to measure quality impact post-trainings

Qualifications of the short-term expert pool

Education/training (section 2.4.1 of the assessment grid):	2 experts with university qualification in Business Administration, Economics or Agricultural Economics.
Language (section 2.4.2 of the assessment grid):	All experts with C2 Level of English Language Proficiency in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	2 experts with 5 years of professional experience in the sector of Entrepreneurship and SME Promotion
Specific professional experience (section 2.4.4 of the assessment grid):	2 experts with 6 years of professional experience in Agriculture training and curricula preparation
Leadership/management experience (section 2.4.5 of the assessment grid):	Not Applicable
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Not Applicable
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	All experts with 5 years of experience in the Middle East, of which 2 years of experience in the Kurdistan Region of Iraq.
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	Not Applicable
Other (section 2.4.9 of the assessment grid):	Not Applicable

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

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Soft skills of team members

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

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

Soft skills are not evaluated.

Staff presentation

(section 2.11 of the assessment grid)

-Not Applicable-

5 Costing requirements

5.1 Assignment of experts

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). 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.

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* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.3.2)	Number of international flights (one way)	Number of national flights (one way)
Key Expert 1: Team Leader and SME Training & Coaching Expert	24	90	114	No	10	5

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Key Expert 2: Project Coordinator with national expertise	N/A	114	114	No	N/A	N/A
Expert Pool 1: Agricultural Support with international expertise	10	140	150	No	8	4
Expert Pool 2: Consultants with national expertise	N/A	160	160	No	N/A	N/A
Backstopping	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

5.2 National administrative staff

One driver with vehicle for 8 months.

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 must be offset. GIZ specifies a budget for this, through which the carbon offsets can 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

The travel expenses must be costed as follows by the contractor:

The specified lump sums are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

lump sums are to be entered into the price schedule by the tenderer. **Higher lump sums are not to be included in the tender.**

Travel expenses item	Number/Quantity	Lump sum up to
Total number of international flights	18 (one-way)	750 EUR
Total number of regional/national flights	9 (one-way)	75 EUR
CO ₂ offsets for flights	1	1,050 EUR A fixed, unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Per-diem allowances	200	63 EUR
Accommodation allowances	100	139 EUR
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	9	110 EUR

For the country Iraq, tenderers may offer accommodation allowances up to EUR 139. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (EUR 104,25) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 104,25 and EUR 139) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

5.4 Materials and equipment

5.4.1 Materials and equipment for operation

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Budget for materials and equipment: EUR 20.000 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.
The venue of the training and workshops in Erbil, (Soran) and Garman will be identified and provided by MoLSA (also in coordination with MoAWR	Additionally, required equipment for training if requested in good time and provided with a usage concept	IT equipment including laptops, phones, internet credits, photocopier.
Sub-office spaces could be provided by DoLSA in Erbil and Sulaimaniyah if they are available, and needed	Meeting hall in GIZ Office if requested in good time and in coordination with other occupants and in line with security regulations	Office Furniture
		Cost of training materials such as training manuals, stationary and branding materials, etc.

5.4.2 Procurement of materials; In-Kind Business Expansion Support for Selected Agribusinesses

A Fixed, unalterable budget: 136,000 EUR

(This budget is part of Work Package 3 – In-Kind Business Expansion Support and will be reimbursed against evidence)

Following the completion of the training and business plan development phase, participating agribusinesses will submit their business plans for review. Based on these submissions, a selection committee composed of at least three representatives from the Contractor and GIZ, as well as representatives from relevant stakeholders (e.g. civil society organizations, private sector, or government institutions), will competitively select agribusinesses to receive in-kind business expansion support.

The objective of this support is to enable selected agribusinesses to expand and strengthen their existing business operations. Based on the approved business plans, the Contractor will procure and provide the necessary goods, equipment, and operational inputs required for the expansion of the selected agribusinesses.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Item	Description
Total participants	70 agribusinesses participating in training and business plan development
Selected beneficiaries	34 agribusinesses selected through a competitive process
Selection committee	Representatives from the Contractor and GIZ, as well as representatives from relevant stakeholders (e.g. civil society organisations, private sector, or government institutions)
Type of support	In-kind procurement of goods, equipment, and operational inputs based on approved business plans to support business expansion
Value per agribusiness	EUR 2,000 – EUR 5,000 Max.
Total budget	EUR 136,000
Procurement modality	Procurement conducted by the contractor according to approved business plans
Reimbursement modality	Costs reimbursed against evidence (invoices, procurement documentation, delivery confirmations)
Examples of eligible items for procurement	Agricultural machinery (small tractors, irrigation pumps), food processing equipment (dryers, grinders, oil presses), storage equipment (cold storage, grain containers), greenhouse materials, packaging and labeling equipment, and any other tools, materials, or equipment required for agribusiness expansion

5.5 Operating costs in the country of assignment

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

Lump-sums that are not specified are to be offered by the tenderer (with no upper limit).

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

Cost	Months	Lump sum per month up to
Office rent and operating costs (including monthly credits for project staff)	8	2,500 EUR
Car maintenance costs	8	500 EUR

The monthly lump sum must include provisions for one office facility in Erbil.

Duhok, Sulaymaniya and Halabja are not designated as permanent duty stations for international experts; their primary duty station will be Erbil, with frequent overnight travels to Sulaymaniya and Duhok governorates, as well as to Garman and Soran independent administratives.

The contractor shall also make sure to adhere to all necessary security precautions (see also section 2.5 and 5.8.2).

5.6 Workshops, education and training

Workshop budget: EUR 65.000

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

- 4 ToT sessions
- 6 Classroom trainings for SME's
- 8 Coaching cycles for SME's
- 4 Peer Learning Sessions
- 2 Youth Networking Events
- 3-4 Market Access Events

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, if not provided by local partner and/or GIZ
- If trainers are not available by MoLSA, external trainers are to be engaged and paid by the contractor. If trainers are employed by MoLSA the contractor is only required to provide fees for them in case they work during afternoons (which are unpaid by MoLSA).
- Technical systems
- Moderation services
- Translation/interpreting services

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- Catering, Lunch must be provided to all participants + an additional coffee break if training hours last more than 6 hours
- Workshop materials
- Daily transportation per diems for project participants: Provision of a daily IQD transportation per diem (equivalent to 10,00 euros per day) will be distributed to all participants attending trainings, workshops, capacity development measures, working meetings or other activities.
- 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

5.8.1 Security

A fixed, unalterable budget: 45,000 EUR

Within GIZ premises the contractor must adhere to all rules and regulations under GIZ's Security Risk Management (SRM) concept (will be shared with the winning tenderer only). The contractor is required to prevent any behaviour that could frustrate GIZ's SRM concept.

For all activities outside the GIZ premises, the tenderers are required to develop a safety and security risk management concept that follows international norms such as 31000ff or the Humanitarian Security Risk Management approach. An outline of the concept must be submitted with the financial bid. GIZ will require the winning tenderer to elaborate its concept. Should the bidders concept include the services of a private security provider, the security provider should meet the following requirements:

- Possession of international certificates through full membership with the International Code of Conduct Association or a similar qualified institution such as PSC1.
- Well-established in KRI with at least ten years of auditable service.
- Established liaison with the KRI & FI authorities, security actors, and community and tribal leaders in KRI.
- High level of discretion, professionalism, and dependability, proven in crisis situations.
- 24/7 operations room in KRI.
- Threat and risk management assessment component that informs a detailed highly accountable journey management process, including where required, a comprehensive context and actor mapping. All weapons handling meets international standards and local laws.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

- All weapons and armoured vehicles registered with the applicable authorities in FI & KRI.
- All vehicles armoured outside the country with international certificates provided.

For the implementation of the security concept and necessary trainings, the tenderers are expected to include a budget of **45.000 EUR** (including “Hostile Environment Awareness Trainings”, see below) in their financial bid. These costs will be reimbursed against evidence.

Moreover, GIZ strongly recommends that all international staff completes a “Hostile Environment Awareness Training” before deployment to Iraq if they have not completed such a course within the last 5 years. Up to **2.200 EUR** per expert will be reimbursed against evidence (already included in the overall budget for security).

5.8.2 Translation Services

A fixed, unalterable budget: 20.000 EUR will be reimbursed against evidence.

The contractor will procure a subcontractor for high-quality oral and written translation services from/to English - Kurdish. This includes the provision of ad hoc oral and written translation services as needed throughout the project.

Written translation services may include, but are not limited to the translation of:

- project reports,
- official correspondence with government partners
- teaching and learning materials curricula, and official teaching resources
- workshop materials
- any unforeseen materials necessary for cooperation and communication purposes.

Oral translation services may include but are not limited to the simultaneous or consecutive translation of:

- workshops and trainings if needed
- conversations with local stakeholders
- any unforeseen communication purposes

Oral and written translation services will be provided on an as-needed basis, based on requests from partners or GIZ to ensure effective implementation and quality assurance. These services will be agreed upon jointly in line with the planned activities and deliverables.

The contractor is responsible for procuring translation services within the country of assignment, adhering to GIZ procurement rules and regulations.

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

5.9 Flexible remuneration item

Budget for flexible remuneration: 10,000 EUR

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 not exceed 25 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs can also be submitted in English.

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

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

Subject of the tender procedure: Transforming agribusinesses to improve the employment situation in the Kurdistan Region of Iraq

Transaction number: 81323050

7 Options or follow-on contract

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

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

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The items shown in section 5 (Costing requirements) of these Terms of Reference can be increased by up to EUR 700,000 and extended by up to 10 months. Within this framework, the options can be exercised in up to two parts.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and EPSI evaluates a continuation of the assignment as beneficial to the overall project goal of EPSI.

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

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Precondition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the end date of the original contract.

A follow-on contract under 7.2 can be considered only as an alternative to the option in 7.1.