

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

Art of cake decoration and Pastry training

Project number:

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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2020
BMZ	German Federal Ministry for Economic Cooperation and Development
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
M&E	Monitoring and Evaluation
MENA	Middle East North Africa
PR	Public Relation
PSD	Private sector development and employment promotion
ToR	Terms of Reference
VB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
WP	Work package

1. Context

The Private Sector Development & Employment Promotion (PSD) Project in Iraq is a multi-donor action commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), co-funded by the European Union (EU), and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

The PSD Project supports governmental efforts of creating conditions for a growth-oriented business and investment climate in central and south Iraq as well as the Kurdistan Region of Iraq. It provides advisory services for economic reforms to government partners and supports fact-based policymaking by promoting the inclusion of private sector representations, academic institutions, and civil society organizations in policy-making processes.

In addition, the PSD Project supports the creation of employment prospects in the private sector for young Iraqis, especially women and returnees, following an integrated approach that combines labor market-driven skills development and job placement measures as well as entrepreneurship development and advisory services for MSMEs.

Overall, this multi-donor action emphasizes developing the long-term abilities of its partners such as the Ministry of Higher Education and Scientific Research, Ministry of Labour and Social Affairs, chambers, and business associations. Special attention is given to sectors with a strong potential for growth such as agribusiness, solar energy, waste management, and tourism, with a regional focus on Baghdad, Basra, Diwaniyah, Diyala, Erbil, and Mosul

According to a UNESCO study [https://cosit.gov.iq/documents/population/demographic/reports/UNESCO-EU LMS Report Informal 20022019.pdf](https://cosit.gov.iq/documents/population/demographic/reports/UNESCO-EU_LMS_Report_Informal_20022019.pdf)¹ in Iraq and KRI over the hospitality sector, which was conducted in 2019, the hospitality sector was the 3rd largest non-oil sector that contributes to the country's revenue. This sector has around 34% employment for youth, especially in food and beverages (15-25 years old). It was also highlighted that restaurants are the largest subsector (89% of the sector) and presented Baghdad to be in the lead for several foods and beverage establishments/companies (according to a 2013 survey). There is over 4,700 company in Baghdad, 1,669 in Mosul then Basra comes third with over 1,475 company. There is no doubt that these numbers increased drastically from 2013 till 2022.

A study taken place by Kapita² in 2021 had presented the food and beverage industry to be in the lead of the industry sector with the percentage of 31.9%.

Though this number of companies may not reflect the actual number of youth employment in this sector. There is a great possibility of having many informal workers or having temporary jobs in general rather than fixed jobs. But it is a sector with high employment absorption due to the frequency of the need to hire people.

On the other side, the required skills and competencies are missing from the youth due to the lack of public or private entities to support filling this gap. Training institutions, schools, TVET centers, or any other public entity that offer such services only cover food processing in its traditional modalities.

Accordingly, GIZ-PSD is exploring cooperation with companies to bring new skills that meet the labor demands as follows:

Objective

GIZ - PSD is looking for a professional company with the capacity and experience to design and implement training and internship in the food and beverage sector in Baghdad. **The objective would be to design and implement two training courses which are a- art of cake decoration and b- Pastry targeting a total of 80 job seekers with skill and competency.**

The design of achieving this objective would be as follow:

- a- A certified company would conduct training for **80 job seekers** in total and as follow
 - **Art of cake making and decorating targeting 40 job seekers**
 - **Pastry training targeting 40 job seekers.**
- b- Organize an **Online competition** on the **Art of cake decoration** for the **best-designed cake** through social media and select the best participants to be rewarded. Followed by a **ceremony** where the rewards will be handover the top participants.
- c- Support **internship** opportunities to the top **40 participants** out of the 80 participants
- d- Provide **mentorship support for 1 month** to follow up with 80 participants' employment prospects.

2. Tasks to be performed by the contractor

The contractor is responsible to provide the following three working packages:

Work package (WP) 1 (60 working days):

The first work package includes three phases:

Phase 1- Preparation (13 days):

The preparation phase focuses on arranging the curriculum, agenda, and the training venue, also the ingredients / Material/machines such as the training venue for 80 per two groups (40 cake art , 40 pastries) , also the curriculum, the ingredients that will be used in the training such as (, Flour Leaveners, sugar, Dairy, Oil, and Shortening Extracts and Flavorings, Bakery Machines.Dough Mixers.Divider.Dough Moulder Machine.Bread Machines.Waffle Maker.Soup Stick Making Machine) and other equipments that related to the Art cake And Pastries that BNFs need to work on it.

Content Design

- Design the content of the two courses by drafting the agenda, developing the course curriculum, prepare presentations, and handout for the participants.
- It would be preferred to use the international method in training as a reference for the curriculum for example Wilton method (authorized by Wilton academy) or similar.

- Important information about the secrets of cake success and a full explanation of the materials used in cake, such as flour and sugar, and how to choose the right materials
- A general explanation of the hygiene of equipment and set in addition to following the safety and health standards.
- An explanation of scales and measurements.
- An explanation of the different ways of mixing cake with sponge and ordinary.
- An explanation of how to start a cake and sweets project, what materials should be available at the beginning of the project and how to price cakes for customers.
- Practical education Several types of cakes: sponge cake / Swiss roll / chiffon cake / jackalt chiffon cake / carrot cake / red velvet cake / nuts cake / lemon cake / pound cake / banana bread / heavy chocolate cake and other well-known types.
- Practical education on the different types of creams, fillings such as patisserie cream, Italian buttercream, ganache, cheese mousse, lemon filling, bavarian cream, Diplomat cream, Jacquelet Clays, Italian meringue, and other commonly used types.
- Practical learning on how to fill and arrange cake as molds and pieces.
- Practical learning on how to decorate the cake with cream and how to make flowers and other designs and shapes based on customers' requests.
- Classical French pastry techniques (knife skills, basic pastry doughs, sugar techniques, petits fours, and basic entremets)
- Kitchen management
- Food serving
- Cleaning and arranging the food in the most suitable way

Facilities preparation and venue arrangement

- Seat arrangement must be enough to seat all the participants properly whether there are less than 5 participants at a time (minimum) or 20 people at a time (maximum).
- Must ensure sufficient space between the participants and proper space for the equipment and the practical learning.
- Equipment sets must be ready to be used and sufficient to teach 5 to 20 people per set. This includes stove, microwave, utensils, oven, different size pans, and any other needed equipment
- Utilities such as electricity, restrooms, ventilation, fire extinguisher, and other safety measures are provided.
- Consuming materials have sufficient quantity and quality (make sure materials are not passing the expiry date and are well stored). All required Equipment/ingredients that training and BNFs need to work on it. Such as : Flour Leaveners, sugar, Dairy, Oil, and Shortening Extracts and Flavorings, Bakery Machines.Dough Mixers.Divider.Dough Moulder Machine.Bread Machines.Waffle Maker.Soup Stick Making Machine) and other types of equipment.
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- The venue needs to be accessible for the participants throughout the course period.
- Ensure proper hygiene materials such as gloves, head cover, and apron are provided.

Phase 2: Outreach and documentation (7 days)

The 2nd Phase focuses on outreach, registration and monitoring and evaluation (M&E) tools:

Outreach and registration:

- Design and make online available online application form would be designed for job seekers (unemployed young people between 18-35) age to apply for the two courses. The questionnaire of the application would be drafted by the contractor and reviewed and approved by GIZ before publishing. (The application design would follow GIZ visibility standards and M&E orientation).
- Develop the assessment criteria, analyse and assess applications.
- Organize an interview (either in person or by phone) to verify the information and create the final list of training attendees. (The initial list would be shared with GIZ to present the criteria followed for those participants' selection).
- The contractor will be responsible to set the Beneficiary Selection Committee (BSC) which includes at less three persons (2 staff of the company and one trainer). They would interview the applicant and set scoring based on the answers of the applicants and the below highlighted criteria:
 - Age
 - Gender balance
 - Relevant Skills and previous experience

Prepare M&E & Public relations PR package

- Prepare materials and documents to assess participants' knowledge and improvement before and after the course such as pre-and post-test for the trainees.
- The contractor is expected to get acquainted with GIZ-PSD M&E forms which include prior to check, evaluations, and surveys to adapt them to the provided services. Final forms must be approved by GIZ-PSD.
- The contractor must ensure to have proper visibility of the activity which includes drafting banner design, hands out, and needed posts for activity promotion. GIZ-PSD would share a PR package that includes logos, visibility standards for banners, and promotion posts in addition to any other needed printing materials.
- Monthly updates must be shared with GIZ (using templates that would be shared by GIZ through the onboarding)
- Last but not least final report should be presented with full details on the learning status of each participant. GIZ PSD will provide a final report template and evaluation forms that would be handed over to the service provider to use it

Phase 3: Implementation of the Courses (40 working days)

This phase includes one activity:

Training:

Provide the Course through an introductory session the on Art of Cake decoration terminology point of view), the new trend in the Iraqi labor market for this field, potential jobs, and business in this industry.

Practical training for 30 - 40 days as follows where 40% maximum theoretical and 60% minimum practical:

Course	Days	Hours	Participants	#Group	Total Participants
Art of cake decoration	Minimum 10	Minimum 4	20	2	40

Pastry	Minimum 10	Minimum 4	20	2	40
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Each course can be designed as two groups per day (4 hours minimum per group), with 20 participants in each group. 40 participants would be receiving training on Art of cake making and decoration, and 40 participants for the pastries making. Other ways of designing the groups are possible based on venue space and trainers' capacity to manage to the training.

Learn topics mentioned in the preparation phase. Please take into consideration the following points as well

- Implementing health, safety, and hygiene procedures
- The course includes a break and a buffet with drinks.
- Each participant receives a full book/manual of recipes and an apron.

WP2: The competition and internships (20 days):

Once the participants complete the training, the contractor is expected to arrange a public competition in the **Art of Cake design**. The participants would present their products on the contractor's social media channels to select the best top ten designs for a period of one week. The contractor is expected to develop a media promotion plan to announce the competition and to ensure appropriate outreach. The contractor would follow up on the photos' quality to the participant's products before publishing.

Then the contractor would select the top 20s considering the products with the best design and with highest likes and best comments.

The contractor is expected to arrange an event that presents the final announcement of the winners which should be at least than 20 participants of each group to receive an internship with the companies.

If some participants dropped out or wouldn't be able to attend or complete the internship, then a backup list would be presented out of the other 20 participants which had been selected based on their test scoring and active participation.

The **20 winners** of the public competition of the **Art Cake Decoration** would present their winning products and **20 participants** from the **pastry course** selected by the trainers would join them as well in one day in-person event that would be conducted.

The contractor is expected to organize a ceremony for that one-day event which consisted of companies and public figures as guests to select based on the presented products who would win an internship in their companies. All **40** participants would be rewarded internships for 15 days by those companies.

The contractor is expected to provide a venue with the proper facilities to present the products which include seating the panel arrangement, up to 20 booths to presenting the products, proper visibility, and refreshment for up to 100 Per (coffee break e.g Coffee, tea, pastries, water, juice, sweets), air conditioning, up to 8 banners, media wall, tags for the products, and all the needed measures for the good presentation of the work.

The contractor will be responsible for coordinating with the companies and following up with the participant's internship in terms of participants, attendance, interaction, learning, and performance.

The contractor should consider all the arrangements and the needs of these tasks and must be calculated and budget properly and all the invoices and documents must be submitted to GIZ-PSD.

WP 3: Mentorship and project closure for one month (20 working days)

The contractor would set at less than two mentors who would follow up with the participants for a period of one month and follow up the below mentorship schedule. Furthermore, the contractor is expected to set up one **online gathering** by inviting one expert whether local or (preferably international) to provide mentorship support and share expertise on modern techniques abroad.

Mentorship sessions	Call duration	Group per call	Total
4	1 hour	10 persons minimum	40 persons

It's recommended as well to invite participants from previous training of this contractor especially those who gained knowledge outside the country for peer-to-peer learning and expertise exchange.

As highlighted in the M&E preparation package, the contractor would draft a final report to present full details of the learning status to each participant. This includes a survey for all the participants who received support to record their employment status and employment prospect in a period of 1-6 months after providing the service. GIZ-PSD would review the report and approve the final version.

Certain **milestones**, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Milestone	Deadline/place/person responsible
Kick-off inception meeting with PSD staff	1 week upon signing the contract
WP 1 - phase1: Preparation	
- Facilities preparation and venue arrangement	6 weeks after signing the contract
-	
- Prepare M&E & Public relations PR package	8 weeks upon signing the contract
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WP 1- Phase 2: Outreach and registration:	Feb 2023
WP 1 - Phase 3: Implementation	
- Pastries course	40 participants complete the training until April 2023
- Cake art	40 participants complete the training until June 2023

WP 2- The competition and internships	Until August 2023
WP-3: Mentorship and project closure	until September 2023
Final report	draft report for GIZ PSD reviews until... final report until....

Period of assignment: 10 months to implement the activities in Baghdad between **15 Jan.2023 to 15.11.2023**

3. Concept

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

Technical-methodological concept

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

The bidder is required to present the actors relevant to the services for which it is responsible and describe the **1.2cooperation** with them. This is primarily related to all relevant and involved stakeholders (partner companies in the food and beverage fields for example bakery shops, sweet-making companies, the art of cake design establishments, event organizers, wedding planners' companies, and else to provide internships or support hiring the participants afterward). Accordingly, the contractor needs to explain his plan in linking these actors and ensure proper engagement of the companies with the event and the training.

The bidder is required to present and explain its approach to **1.3 steering** the measures with the project partners and its contribution to the results-based monitoring system. The contractor needs to present its structure for steering the activity such as weekly or monthly exchanges with GIZ-PSD for reviewing the progress and the possible approaches to reach the target. Additionally, the contractor can present how their resources and expertise can be deployed to identify proper approaches for outreaching the job seekers, implementation of the training, internship, and event arrangement in addition to good documentation of the mentorship process.

The bidder is required to describe the key **1.4 processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors by Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects **1.5 (learning and innovation)**. The contractor can highlight the possibility to scale up the services by engaging experts or trainees abroad to exchange with the participants as had been highlighted in the mentorship task. Additionally, the contractor may present possible ideas to scale up such as establishing a Facebook group

or Instagram to keep the exchange between the participants and the mentors after the contract period.

Other specific requirements

The bidder needs to make sure there is proper access for the job seekers to the application and follow up with their questions to ensure a transparent selection of the applicants. Additionally, they shall concisely explain how the following principles are integrated through the work - gender equality, equal opportunities, anti-discrimination, and inclusion of vulnerable groups.

It's preferred to use a certified curriculum and standardized learning methods such as Wilton or other well-known academies' recognized learning approaches.

1.6 Project management of the contractor

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

- The contractor is responsible for selecting, preparing, and steering the experts (international and national) assigned to perform the advisory tasks.
- The contractor manages costs and expenditures, accounting processes, and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ by the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2020

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

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

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on-site.

4. Personnel concept

The contractor should be a local legal entity, registered in Iraq (either Federal Iraq or Kurdistan region) with relevant references for previous experience and performance of similar services for a period not less than one year.

The bidder is required to provide personnel (minimum three and maximum five) who are suited to filling the positions described, based on their CVs (see Chapter 7), the range of tasks involved, and the required qualifications.

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

2.1 Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners, and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular monitoring and reporting by deadlines
- Manage with the trainer the public contest publicity which include photo sharing, and social media promotion.
- Manage overall reach out for participants in coordination with the trainers (Expert 1 and 2) and participants registration.
- Monthly update for GIZ on participants' progress and set up back up plan to replace the drop out cases of the course if there is any.
- Manage trainings announcement, posts, registration forms, evaluation forms, and beneficiary database.

2.1.1 Qualifications of the team leader

- Education/training (2.1.1): University qualification in business administration, management, or any similar or relevant fields. There is a preference to also have an academic degree or training in hospitality fields or similar fields.
- Language (2.1.2): good business language skills in Arabic and English (B2 is preferred).
- General professional experience (2.1.3): minimum 3 years of professional experience in the management, and administration of hotels, restaurants, or companies in food making and serving.
- Specific professional experience (2.1.4): 3 years of professionalism in cakes, pastry, and sweets making.
- Leadership's experience (2.1.5): 3 years of management/leadership experience as a project team leader or manager in a company.
- Regional experience (2.1.6): 3 years of experience in similar projects in the MENA region

2.2 Expert 1

Tasks of expert 1

- Train 40 participants in the art of cake decoration and making
- Mentoring 40 participants
- Develop a training curriculum in the Art of cake decoration or update existed one
- Coordinate with companies for internship offers
- Follow up with internship and trainees' performance and attendance

Qualifications of expert 1

- Education/training **(2.2.1)**: University qualification, diploma, or certified training in culinary art especially in sweets making
- Language **(2.2.2)**: good business language in Arabic and English (A1 and above)
- General professional experience **(2.2.3)**: 5 years of professional experience in hotels, restaurants, or companies in food making and serving.
- Specific professional experience **(2.2.4)**: 3 years of professional experience in sweet making, and cake decoration equivalent field.
- Regional experience **(2.2.6)**: 3 years of experience in similar projects in the MENA regions

2.3 Expert 2

Tasks of expert 2

- Train 40 participants in pastry
- Mentoring 40 participants
- Develop a training curriculum in pastry or update existed one
- Coordination with companies for internship offers which include contracts for an internship for each participant.
- Follow up with internship and trainees' performance and attendance

Qualifications of expert 2

- Education/training **(2.3.1)**: University qualification, diploma, or certified training in culinary art especially in baking and pastries
- Language **(2.3.2)**: good business language in Arabic and English (A1 and above)
- General professional experience **(2.3.3)**: 3 years of professional experience in hotels, restaurants, or companies in food making and serving.
- Specific professional experience **(2.3.4)**: 3 years of professional experience in pastry, bakery, deserts, and equivalent field.
- Regional experience **(2.3.6)**: 3 years of experience in similar projects in the MENA region.

Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

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

5. Costing requirements

2.8 Assignment of personnel

Travel expenses	No. of experts	No. of days for WP1	No. days for WP 2	No. days for WP 3	Total
Team leader	1	20 days	20 days	20 days	60 days
Expert1	1	40 days	10 days	10 days	60 days
Expert 2	1	40 days	10 days	10 days	60 days

Workshops, training

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

Training in pastry and art of cake decoration and making. This includes venue, equipment, training materials, and consuming materials (please refer to WP1 and WP2 for more details).

Flexible remuneration item

In case of the increase in individual items in the specification of inputs needed for the successful implementation of the assignment, flexible remuneration is introduced at the value of up to 10% of the contract sum. The flexible item is introduced in connection with the assignment of personnel and its activation is the subject of written approval by the responsible PSD project coordinator.

6. Inputs of GIZ or other actors

GIZ PSD will make available:

- a- M&E package which entails three forms and a master database.
- b- PR regulation package which entails GIZ logos, social media posts template, photos and videos regulation, consent letters, and successful stories template.
- c- progress report and final report template.

7. Requirements on the format of the bid

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

The complete bid, with a draft concept, shall not exceed 30 pages (excluding CVs).

The CVs of the personnel proposed by Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages.

The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs should be submitted in English (language).

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