

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

Implementation of Stakeholder Engagement Formats	Project number/ Cost centre: 17.4046.3-001.00
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0. List of abbreviations

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

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in Iraq assists the Iraqi Government on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The BMZ has commissioned GIZ to implement the Information, Communication and Technology – Perspective for Modern Youth in Iraq (ICT) project in Iraq.

The aim of the project is to create job perspectives for youth in the field of ICT, in close collaboration with its partners from the innovation ecosystem. This is achieved through the setup of innovation hubs with co-working and makerspaces, trainings in start-up entrepreneurship and advanced tech skills (start-up incubation/ acceleration, blockchain and app development, digital production) as well as interventions in the fields of early-stage finance (angel investment, seed grants) and entrepreneurship research.

Activities and analyses to improve job perspectives related to tech entrepreneurship have been implemented within the scope of the existing project since 2017. Further interventions are to be determined to improve on the already established conditions related to start-up entrepreneurship and ecosystem development, and digital and technological skills.

The ICT project aims to bridge the gap between the education systems and the needs of the labor market by promoting discussions between the relevant stakeholders in the Iraqi ecosystem. These workshops will discuss what ICT skills are in demand in the labor market and how these skills can be provided by the government and the Iraqi ecosystem. The following stakeholder groups need to be addressed:

- Academia (public/private universities)
 - Private sector companies
 - Public sector (selection of Ministries will be done in coordination with the ICT project team and the Prime Minister's Office (Reform Management Committee))
 - Training institutions
- 1) The participants of the different stakeholder groups must first be identified by the contractor (desk study) in close collaboration with the ICT project team.
 - 2) The Participants will be invited to attend the stakeholder group workshops in close collaboration with the ICT project team.
 - 3) Each stakeholder group will participate in at least two workshops documenting the needs and views of each stakeholder group.
 - 4) After all workshops have taken place, a final workshop with participants of all stakeholder groups will be arranged and implemented by the contractor.

2. Tasks to be performed by the contractor.

The contractor will be responsible for the planning, preparation, implementation and management of the workshops.

The contractor is responsible for providing the following services:

A. Preparation and partner identification:

- Preparation of an action plan and a road map with milestones and deadlines

- Preparation of a Kick-Off workshop (Online) with the ICT project team to take place in the first week of the contract. The contractor will present the above-mentioned action plan and road map in this workshop.
- The contractor is responsible for the identification of the participants of the stakeholder groups in close collaboration with the ICT project team (desk study). Each group should consist of at least 6 participants.
- Outreach and recruitment to the identified members of the stakeholder groups in close coordination with the ICT project.
- Preparation of the stakeholder group workshops including
 - the development of a concept for each stakeholder group
 - agenda of the workshops
 - Any associated administrative and operational tasks
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
- A weekly Jour Fixe with the ICT project focal point needs to be held to update the ICT project team on the progress of the project.

B. Implementation of Stakeholder Engagement Formats:

- The contractor is responsible for the moderation and documentation of the stakeholder engagement formats.
- Each of the workshops should be at least 4 hours long.
- A one-hour break should be provided.
- For each stakeholder group, the contractor shall conduct two workshops.
- Once all stakeholder workshops have taken place, a final workshop is to be held with all participants from all stakeholder groups.

Deliverables

- The Contractor is responsible for documenting the workshops and producing a minimum **five-page report** (excluding the table of content and list of participants) on the outcome of the discussions of each stakeholder group including:
 - List of participants including their name, organization and contact details
 - the challenges the stakeholder group has regarding the supply/demand of ICT skills (e.g. private sector group: which kind of skills and how much personnel)
 - existing measures/partnerships contributing to closing the digital skills gap
 - opportunities/ideas to close the digital skills gap
 - identification of low-hanging fruits
 - identification for actions/activities that could be implemented by the ICT project on a micro and macro level.
- The contractor is responsible for preparing a **strategy paper** on the experiences and lessons learned from the implementation of the stakeholder engagement formats. The

strategy paper must be at least 15 pages in length. This strategy paper needs to focus on policy recommendations for closing the digital skills gap.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-Off Workshop with ICT project team	First week after start of the contract
Concept for Stakeholder Engagement Workshops	Two weeks after the start of the contract
List of potential participants of each stakeholder group presented to ICT project	Three weeks after the start of the contract
Start of Outreach to Stakeholder Engagement participants	Four weeks after the start of the contract

3. Concept

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

Technical-methodological concept

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

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

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1).

Project management of the contractor (1.6)

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

The tenderer is required to 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 tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Overall management of the assignments
- Preparation of the Kick-Off Workshop with the ICT Project Team
- Development of the concept and agenda for the workshops
- Moderation of the workshops
- Responsible for the development of the final report

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in university qualification in Business Administration, Strategy Development, Political Science, ICT related or other relevant degree
- Language (2.1.2): C2-level language proficiency in English
- Language (2.1.2): C2-level language proficiency in Arabic
- General professional experience (2.1.3): 15+ years of professional experience in Strategy consulting, policy development, digital skills or other related fields
- Specific professional experience (2.1.4): 5+ years in in projects related to Digital Transformation, Digital Skills, Policy Development
- Leadership/management experience (2.1.5): 8+ years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 6+ years of experience working in projects in the Middle East, of which 2 years in projects in Iraq

- Development cooperation (DC) experience (2.1.7): 4+ years of experience in implementing DC projects

Expert 1

Tasks of key expert 1

- Support the Team Leader in the management of all assignments (preparation of workshops, administration and logistics,
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Regular reporting in accordance with deadlines
- Supporting the development of all reports

Qualifications of key expert 1

- Education/training (2.2.1): University qualification in business administration, Political Science, ICT related or other relevant degree
- Language (2.2.2): C1 -level language proficiency in English
- Language (2.1.2): C1-level language proficiency in Arabic
- General professional experience (2.2.3): 4+ of professional experience in management consulting, digital skills or other related fields
- Specific professional experience (2.2.4): 3+ years in projects related to Digital Skills
- Leadership/management experience (2.2.5): 4+ years of experience in leading and managing projects
- Regional experience (2.1.6): 3+ years of experience in projects in MENA region, of which 2 year in projects in Iraq
- Development Cooperation (DC) experience (2.2.7): 3+ years of experience in working in international organisations.

Soft skills of team members

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

- Team skills
- Initiative
- Excellent communication skills
- Excellent sociocultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Team leader: On-site assignment for 70 expert days

Expert 1: Assignment in country of assignment for 55 expert days

Fee days	Number of experts	Number of days per expert	Comments

• Preparation and implementation of the stakeholder engagement workshops	2	45	
• Preparation and implementation of final workshop with all stakeholder groups	2	10	
• Final Report/ Strategy Paper	1	15	
Travel expenses	Number of experts	Number of days/nights per experts	Comments
• Per-diem allowance in country of assignment	2	36	Only for the contractor 8 workshops (2 per stakeholder group) + 1 final workshop with all participants = 9 workshop days + 3 days preparation in country for each of the 9 workshops = 27
• Overnight allowance in country of assignment	2	36	Only for the contractor
• Travel costs (train, private vehicle)			
Flights	Number of experts	Number of flights per experts	Comments
• International flights	2	4	Against evidence
• Domestic flights	0	0	
Other costs	Number of experts	Amount per experts	Comments
• Visa Fees	2		Against evidence

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Flexible remuneration item

Flexible remuneration is possible up to 10% of the overall contract sum.

Other costs

- Visa costs

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence

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

6. Inputs of GIZ or other actors

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

- Accommodation for the participants of the Stakeholder Engagement Workshops will be covered by the ICT project.
- The workshop rooms and materials will be covered by the ICT project.
- The catering will be covered by the ICT project.
- The ICT project will advise on GIZ's visibility and communications guidelines.

7. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs).

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

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