

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

Curriculum Development Consultancy	Project number/ cost centre:
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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

Activities and analyses to improve job perspectives related to ICT have been implemented within the scope of the existing project since 2017. As the project enters the final stage of the current phase in 2022, ending in December 2023 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. A follow-up project is planned to commence in September 2023, with a further focus on the promoting employment in the digital economy and therefore, the proposed consultancy will support the development of ecosystem capacities to manage the transitional period and expand the impact within the scope of the follow-up project.

Information and Communication Technologies (ICT) have become more relevant worldwide in the context of the COVID-19 pandemic and follow the global switch to online consumer purchasing. Large retailers have seen a dynamic switch from traditional to digital, and this is reflected among small and medium sized companies also, with Deloitte indicating that online revenues increased on average by 50% globally. This development is also reflected in the Iraqi government's current reform program, which aims to promote digital infrastructure, digital transformation, and modern technologies as a significant area of intervention in the coming years. However, the shift to digital purchasing and utilizing ICT applications must be considered against the ongoing economic turmoil, poverty and instability in Iraq that could further limit employment prospects, especially for young Iraqis who are most impacted by the current context. Therefore, the ICT project remains highly relevant and continues to make considerable contributions to building the tech ecosystem and supporting the digital private sector since 2018. Through the module's innovation hubs and training, operational since 2019, over 8,500 young people had access to a wide range of training and advisory services, while more than 50,000 people were reached since the project began in 2017. The impact of the ICT project is further noted through the developmental support to over 300 start-ups at various stages of the lifecycle in Iraq. As we continue to deal with restrictions resulting from COVID-19, and strategize for the post-pandemic period, these project implementing partners supporting are essential to support entrepreneurs' and startups' re-emergence in the market and preparing Iraqi youth for the shifting dynamics in a changing labour market.

The project aims to contract a consultant to review and build upon existing start-up lifecycle training programmes within the Iraqi ecosystem, with a specific focus on the Baghdad region, and develop a best-practice pipeline of start-up lifecycle programmes (i.e. 4-stages; ideation, incubation, acceleration and post-acceleration) in conjunction with the ICT project partner using the established context as the basis.

It is required that the consultant includes both curriculum development and instructional design when developing the final deliverables as noted below. Due to the sector agnostic approach to start-up programmes in Iraq as a consequence of the low level of development with the wider digital economy, it is foreseen that the curriculum design methodology undertaken would be a combination of problem-centred and learner-centred (as opposed to subject-centred), however, this can be evaluated and analysed further during the course of the consultancy. Please consider both the Process Model and Product Model approaches to Curriculum Development in the submission to this ToR.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

The contractor should utilise a best-practice approach from MENA, Europe or global perspective to delivering the start-up lifecycle curriculum as per the outline below. This best-practice approach should be developed in conjunction with ICT project team and build upon the expertise and experience of the consultant in previous and similar roles.

This assignment is a combination of desk work and in-person consultancy with the ICT project team and partner organisations in Baghdad, Iraq.

I. Preparation

[9 days, remote]

- Become familiar with related and relevant project documents, partner organisations and existing start-up lifecycle programmes (result matrix, partner proposals, previous and current implementation and approaches, training curricula, content and material)
- Conduct pre-kick-off meetings in consultation with ICT project staff, partner organisations, trainers, former participants and other relevant stakeholders.
- Deliver consultancy kick-off workshop (online) with ICT project team and implementing partner presenting a structured outline of the concept and processes in achieving the desired objective, allowing for inputs and feedback through a participatory process.
- Expected outputs on completion of preparation stage:
- Deepened knowledge on existing programmes, content and material.
- Learnings and insights gained from in-person meetings that form the basis and contextual inputs required to complete further stages.

II. Analysis

[14 days, inclusive of arrival/ departure travel days] [Baghdad, Iraq]

- Conduct in-person individual meetings with implementing partners [and other relevant stakeholder as indicated in the preparation section] of the existing ideation, incubation, acceleration and post-acceleration programmes.
- Conduct in-person half-day workshops [one per programme stage] with implementing partners, trainers and beneficiaries of existing programmes.
- Conduct in-person meetings with invested start-ups, angel investors and investment institutions (VC funds).
- Expected outputs of evaluation stage:
- Evaluation, verification and validation of existing knowledge, documents, material, and information gathered during preparation
- Further information gathering on the Iraqi context, expectation and requirements of key stakeholders and interlocutors of the Baghdad start-up pipeline to be used to impact on analysis and findings/ results stages.

III. Design, Selection and Formation [9 days, remote]

- Provide written summary of the workshop, meetings and exchange formats per stakeholder group.
- Provide overview analysis and critique of documentation, existing programmes, and reporting on the workshop outputs and suggested follow-up in terms of

continuous curriculum development and updating of start-up support qualification programmes on cyclical basis.

- Provide analysis of current start-up lifecycle pipeline programme, with recommendations for baseline programme requirements; pre-requisite application and acceptance criteria, stage duration, learning material and training content, additional non-classroom trainer work-ons, i.e. start-up tasks, deliverable, assignments etc., trainer selection criteria, start-up KPI deliverable on programme completion, recommended financial support and/ or seed funding at each stage.

IV. Review

[6 days, remote]

- Presentation of summary findings to ICT project team enabling feedback and post-presentation adaptation where/ if required.
- One-day workshop presenting analysis of start-up lifecycle pipeline programmes to wider stakeholder group [focus group methodology] enabling feedback and post-presentation adaptation where/ if required.

V. Final documentation

[10 days, remote]

- Indicated below

The contractor will deliver the activities in a total of 48 days.

VI. Deliverables

Preparation stage

1. Pre-kick-off meetings [1 hr] – up to 10 meetings [online]
2. One kick-off workshop [half day/ full day] [online]

Analysis stage

3. Meetings [1-2hrs] with start-up lifecycle stakeholders – up to 10 meetings [in-person]
4. 4 half-day workshops [in-person]

Design, Selection and Formation stage

5. Written summary as indicated in analysis stage [report format]
6. Overview analysis and critique as indicated in analysis stage [report format]
7. Analysis of current start-up lifecycle pipeline programme as indicated in analysis stage [report format]

Review stage

8. Half-day workshop – presentation of summary findings
9. One-day workshop – presentation of analysis of start-up lifecycle pipeline programme

Final documentation

10. Report, final format to be determined in conjunction with the ICT project, but inclusive of finalised (5) written summary [final version], (6) overview analysis and critique, (7) analysis of current start-up pipeline programmes, include

sections on post meeting (1)(3) and post workshop (2)(4)(8)(9) amendments, edits and impacts on the process, material, agendas and objectives of all workshops conducted, and approaches for recording and documenting inputs (mural or similar), include recommendations on continuous improvements and learning opportunities.

11. Deliver a complete syllabus of a pipeline of start-up lifecycle programmes [i.e. 4 stages; ideation, incubation, acceleration and post-acceleration], inclusive of but not limited to, final documentation structure will be aligned with the ICT project once the consultant is contracted:
 - i. Application criteria
 - ii. Screening and selection criteria
 - iii. Pre-requisites
 - iv. Recommended programme duration
 - v. Contact hours and participant time commitment calculation
 - vi. Delivery methodology
 - vii. Intended learning outcomes
 - viii. Short programme description
 - ix. Experience and criteria for trainer selection
 - x. Module title development
 - xi. Module content and material
 - xii. Participant deliverables during programme
 - xiii. Participant KPIs at programme end
 - xiv. Post-programme support via mentoring and/ or business coaching
 - xv. Technical assessment approaches to evaluating participant progress.
 - xvi. Post-programme monitoring strategy
 - xvii. Recommendation on whether financial and/or seed funding support or services/ equipment should be provided to start-ups as part of all or some stages.

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	In the first two weeks after signing the contract
Completion of "Analysis stage"	Latest by end-July
Completion of "Design, Selection and Formation stage"	By mid-September
Completion of "Review stage"	By mid-October
Completion of "Final documentation"	By mid-November

Period of assignment: from 02.07.2023 until 10.12.2023 (Dates are subject to change).

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.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

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 (1.2.1.)** with them.

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) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

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

The tenderer is required to describe its backstopping concept (1.6.2). 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

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CV (see Chapter 7), the range of tasks involved and the required qualifications (1.6.3).

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

Key Expert

Tasks of the Key Expert

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, 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 reporting in accordance with deadlines

Qualifications of the Key Expert

- Education/training (2.2.1): university degree (Master/PhD) in entrepreneurship, innovation, business administration, economic or political sciences, digitalisation or other relevant fields
- Language (2.2.2): C1-level language proficiency in English and Arabic. German and Kurdish is an advantage
- General professional experience (2.2.3): 12 years of professional experience in the ICT/tech and entrepreneurship/start-up development sector
- Specific professional experience (2.2.4): 10 years in Start-up entrepreneurship and start-up lifecycle development and:
 - Start-up ideation, incubation, acceleration, post-acceleration training programme development.
 - ICT ecosystem development.
 - Start-up investment environment improvement
 - ICT environment improvement (regulatory and advocacy)
 - Digital and Technology skill development.
 - Sectorial approach and development as per description in section a and b.
 - Experience with economic research is an asset
 - Experience in moderation and facilitation of workshops, operational development, and strategy development
- Regional experience (2.2.6): 5 years of experience in projects in the MENA region, of which 2 years in projects in Saudi-Arabia/Egypt
- Development cooperation (DC) experience (2.2.7): 2 years of experience in DC projects

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country.

Accommodation costs which exceed 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.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting

the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should 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 \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

6. Inputs of GIZ or other actors

Please note: Flights, airport transfers in Baghdad, Iraq, all transportation requirements in Baghdad, accommodation, inclusive of breakfast and dinner, for the duration of the in-country consultancy will be provided directly by the ICT project, GIZ Iraq.

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 CV). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CV 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.

8. Annexes

- Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions