

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

CONFIDENTIAL

Event management Job Fair 2025

**Project number/
cost centre:
23.2085.1-001.00**

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0. List of abbreviation

Abbreviation Full Term

AVB	General Terms and Conditions of Contract (Allgemeine Vertragsbedingungen)
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CV	Curriculum Vitae
EU	European Union
GmbH	Gesellschaft mit beschränkter Haftung (Limited Liability Company)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Cooperation)
MoP	Ministry of Planning
MoY&S	Ministry of Youth and Sports
MSME	Micro, Small, and Medium Enterprises
PSN	Persons with Specific Needs
PSD	Private Sector Development & Employment Promotion (Project)
PPT	PowerPoint Presentation
SET	Strengthening Economic Transformation (Project)
SET-GIZ	Sectoral Employment and Training Programme – GIZ
ToR	Terms of Reference
VIP	Very Important Person

1. Context

The project “Strengthening Economic Transformation in Iraq (SET)”, together with the Ministry of Planning (MoP) in Central Iraq is launched on 01/2024 as the follow-on project of the “Private Sector Development & Employment Promotion (PSD) Project” (12/2017- 02/2024) and focuses on improving evidence-based economic policy design, the implementation capacities of the relevant actors, and the necessary services for companies and job seekers. SET project targets local population, especially entrepreneurs in the private sector and their employees as well as job seekers. SET project aims at improving the framework conditions for growth and employment in Iraq’s private sector. In order to achieve this overall objective, the project operates in four outputs:

Output 1: Supporting evidence-based policy advisory to improve effectiveness of economic policy measures for a sustainable economic transformation (incl. capacity building for governmental organisations; potential focus areas: economic policy, labour market policy, industrial policy, MSME promotion).

Output 2: Promoting participation of private sector in policy-making processes (incl. capacity building for private sector organizations as well as a focus on strengthening representation of women).

Output 3: Promoting MSMEs through business development, innovative business models and sustainable business practices.

Output 4: Strengthening structures for labour market matching and active labour market programmes (with a specific focus on promoting equal access to resources).

This ToR serves to outline the needed services of the contractor to contribute to Output 4.

2. Tasks to be performed by the contractor

The Strengthening Economic Transformation (SET) Project, implemented by GIZ, is supporting the organization of a four-day Job Fair in Baghdad, in close cooperation with the Ministry of Youth and Sports (MoY&S) and 90 private sector companies.

Job Fair 2025 aims to make a tangible contribution to improving employment outcomes for young Iraqis by creating inclusive, practical, and results-driven opportunities for engagement between job seekers, employers, and key support organizations.

To support this initiative, the SET Project is seeking a professional event management company with proven experience and demonstrated capacity to organize and manage large-scale events. The selected contractor will be responsible for the successful delivery of the four-day Job Fair, which will take place from 23 to 26.09.2025 in Baghdad, targeting approximately 10,000 job seekers and 90 companies. Henceforth referred to as “the Event.”

The contractor will work in close coordination with the SET team and project staff to implement all planned activities at the event. The contractor will be responsible for providing the full range of event management services required to ensure the smooth and professional execution of the Job Fair.

The contractor is responsible for providing the following services:

Job fair preparation

SET and MoY&S co-organize an annual **Job Fair** attracting thousands of job seekers and dozens of companies. The event also sees high-level participation from ministers, advisors, governors, embassies, and EU representatives.

This year's goal:

- 90 participating companies
- 3,000–5,000 job vacancies
- 10,000+ job seekers

The service provider is expected to support the SET Team before, during and after the Event with the following:

Conduct proactive outreach to identify and engage a minimum of 90 companies willing to participate in the job fair and present their current vacancies.

Coordinate with GIZ to obtain the list of companies that have already applied to participate in the job fair. Follow up with these companies to gather and compile detailed information including company profiles, interest in sponsorship, and their capacity to offer internships, employment opportunities, training sessions, and additional services (e.g., youth orientation or sector-specific information sessions).

Collect visual and logistical content from participating companies, including logos, booth layout preferences, and other relevant materials needed for developing the floor plan and for use in media and promotional materials. Coordinate with the media company contracted by GIZ, which is responsible for event branding, design, promotion, printing, and audiovisual equipment.

Maintain and update a comprehensive company database that includes the status of event participation confirmation, list of company representatives (including VIPs), available vacancies, company focal point contacts, and sponsorship level. Categorize companies into *Silver*, *Gold*, and *Diamond* sponsorship tiers based on the scale and type of their contribution.

Panel discussion preparation: Identify 12–15 key speakers from participating companies to take part in three conference panel discussions, with 4–5 speakers per panel. The discussion topics will be jointly agreed upon by GIZ and MoY&S.

Preparation and Facilitation of Two Pre-Event Workshops (July and August)

The service provider will support the organization and delivery of two high-level pre-event workshops. Responsibilities include:

- Assisting the SET project in drafting the agenda, participant's list, and invitations then disseminating the invitations and agenda to the participants
- Following up with participants to confirm attendance and ensure strong participation.
- Preparing a PowerPoint presentation—approved in advance by GIZ—detailing the Job Fair's structure, objectives, company's participation progress, sponsorship, and trainings result.
- For the second workshop (expected to host around 70 companies and VIPs at Babylon Hotel), the service provider will:
 - Manage seating arrangements and guide participants.
 - Moderate the session and present key outcomes and next steps for the Job Fair and timeline.

SET will cover venue rental and logistics for both workshops. The service provider is expected to coordinate with GIZ-SET and the venue provider to ensure smooth execution.

Preparing the Job Fair Venues:

The Job Fair will consist of 4 areas:

Note: all Hall Dimensions: 23.5 x 32.5 meters

Event Hall 1: Conference hall setup and management:

The service provider will be responsible for the setup and management of Event Hall 1, where the opening ceremony, panel discussions, and key activities will take place. The hall includes a stage (3 x 4 m²), a presentation screen, and designated seating for speakers and attendees.

Tasks include:

- Roll out and install the existing carpet provided by the Ministry of Youth and Sports (MoY&S) for the opening ceremony. Service provider would be in charge of the staff rolling out the carpet and any needed tools for cutting or laying the carpet. (take in consideration it's a sport hall, so it should not be damaged by any tool used by service provider).
- Coordinate with the media company contracted by SET for the installation of the flex backdrop over the stage, the corner or the hall in general, and support in screen setting.
- Install all required electrical connections for the sound system, lighting, and stage equipment.
- Arrange 30 VIP seats in 3 rows, including 5 small tables and floral decorations for the front row. The seating plan will be developed in consultation with MoY&S and SET-GIZ and implemented by the service provider, with proper professional name-tags for designated VIPs.
- Set up 250 standard chairs for general audience members.
- Establish a translation area with one table and two chairs for interpreters (Day 1 only), ensure the distribution of headsets, and coordinate equipment testing with the media service provider.

- From Day 2 to Day 4, furnish the stage with 5 leather chairs (preferably white) and 2 coffee tables (preferably white).
- Provide 10 trained, experienced and professional support staff to assist with organizing the opening ceremony, panel discussions, and all hall-related activities. This includes managing registration, crowd control, reception, and guidance. The team should be formally dressed and capable of maintaining the formality and high-level nature of the event. Communication equipment is expected to be provided to ensure smooth coordination with teams operating in other halls.
- Provide cleaning services before, during, and after the event. This includes garbage collection inside and outside the hall and coordination with waste collection vehicles.

Event Hall 2: Job fair hall

Job fair hall will serve as one of the company exhibition spaces. The service provider is responsible for delivering and managing the setup to ensure a professional and functional environment for participating companies. This hall is dedicated for 30 companies that do not have booths.

Tasks include:

- Provide and install hallway carpet flooring covering up to 750 m² to enhance the professional appearance of the venue.
- Install all necessary electrical connections to power booths and other equipment across the hall.
- Construct and equip 30 exhibition booths, each with a minimum size of 2 x 3 m². Each booth should include:
 - Space to accommodate at least two representatives.
 - One desk (approx. 120 x 80 cm) for displaying products, handouts, and promotional materials.
 - Space for additional branding items, such as roll-up banners.
- Equip each booth with:
 - Two chairs
 - One small plastic waste bin
 - Three spotlights to ensure proper lighting
 - One power socket (5 Amp, 220V)
- Provide the necessary support staff to assist with:
 - Installation of booths and equipment
 - On-site coordination and communication
 - Cleaning services before, during, and after the event
 - General facilitation and troubleshooting throughout the Job Fair

Event Hall 3 & 4: Job Fair Exhibition Halls

The Job Fair halls will serve as dedicated exhibition spaces for participating companies. The service provider is responsible for delivering and managing the setup to ensure a professional, accessible, and functional environment. These two halls will accommodate companies using standard booths, self-constructed booths, or portable pop-up booths, depending on their preferences.

- Roll out and install the available carpet materials provided by the Ministry of Youth and Sports as part of the overall venue setup.
- Install all required electrical connections to power booths and support equipment across the venue.

- Coordinate with private sector companies to finalize the floorplan design, ensuring optimal layout, spacing, and accessibility for all elements.
- Work in close coordination with the media company to ensure alignment on the visual setup and branding, maintaining a consistent and professional event identity across all halls.

Selling Zone & Technical Support

- **Selling Point Setup:** Allocate and prepare a designated area (15 x 4 meters) in front of the event halls to host 10 companies/MSMEs for showcasing and selling selected items.
- **Seating Arrangement:** Design and arrange seating areas around the selling zone using chairs provided by the MoY&S.
- **Furniture Coordination:** Coordinate with MoY&S to provide any additional tables and chairs required by participating selling companies.
- **Information Desks:** Set up two information desks at the main entrance to facilitate visitor guidance, respond to inquiries, and support the overall coordination and flow of the event.
- **Technical & Maintenance Support:** Ensure technical and maintenance teams are present and on standby throughout the event to support the functionality of all equipment, services, and facilities across all halls.

Additional On-Site Support During the Event:

In addition to the tasks outlined above, the service provider will ensure comprehensive on-site support during the event through the following:

- Facilitate smooth access for companies and job seekers by coordinating with venue gatekeepers and assigning staff and short-term experts to assist with participant and guidance.
- Deploy dedicated staff in each hall to manage crowd flow, provide guidance, handle reception duties, distribute badges, and deliver general information support.
- Ensure trained personnel are available to assist persons with specific needs (PSN) and address any emergency situations that may arise.
- Clearly detail the number and qualifications of all assigned staff and short-term experts in the personnel concept and expert list (as outlined below).
- Maintain adequate staffing in each hall and at all access points to ensure efficient guidance, information dissemination, and participant support throughout the event. Staff should be given clearly designated stations and should remain at their designated stations throughout the event.
- Management of medical emergencies is the responsibility of the contractor. The contractor will ensure that for the duration of the Job Fair, a well-equipped emergency ambulance with well-trained medical staff in adequate numbers is provided by the Ministry of Health.
- Crowd management in the event of an emergency is the responsibility of the contractor. 8 weeks prior to the Job Fair, the contractor will present to GIZ and MoY&S a detailed plan on how crowd management will take place in the event of an emergency. The contractor will receive feedback from GIZ and MoY&S and submit a final crowd management plan in the event of an emergency that is approved by the MoY&S.

Post-Event Closure and Reporting:

- **Venue Handover:** Ensure an organized and efficient closure of the venue by
 - Coordinating with participating companies to dismantle and remove their booths in a safe and orderly manner.
 - Ensuring that booths constructed by companies in Job Fair Hall 2 are fully dismantled and removed
 - Cleaning and restoring the selling area and other event spaces
 - Removing all temporary installations (e.g., carpets) and returning items provided by MoY&S.
 - Providing comprehensive cleanup services across all halls and connecting areas, including waste collection and coordination with pickup services.
- **Feedback and Impact Survey:**
In close collaboration with GIZ, conduct a sample survey with participating companies to collect feedback, including data on Number of vacancies presented, Interviews conducted, Jobs secured by participant and Recommendations for improving the 2026 Job Fair.
- **Final Reporting:**
Prepare and submit a comprehensive final report (minimum 7 pages, maximum 10 pages) detailing:
 - Event setup and operations
 - Challenges encountered
 - Key outcomes and lessons learned
 - Concrete and actionable recommendations for future events

Note: SET will provide guidance on the specific content required.

- **Final Presentation:**
Deliver a concise PowerPoint presentation summarizing key findings and outcomes to GIZ and MoY&S.

Milestone	Date / Location / Responsibility	Criteria for Acceptance
Briefing with GIZ	16.07.2025 / online / GIZ & Service Provider	Participation in kick-off meeting; mutual understanding of scope confirmed
Submit 1st Draft: Companies List & Floor Plan	25.07.2025 / Online submission / Service Provider	Draft includes comprehensive list of companies, initial floor plan layout, GIZ feedback loop completed
1st Pre-Event Presentation	30.07.2025 / Baghdad / Service Provider	Presentation delivered, agenda shared in advance, participant list and

		attendance documented
2nd Pre-Event Preparation & Delivery	27.08.2025 / Babylon Hotel, Baghdad / Service Provider	Event executed; workshop moderated; outcomes documented; feedback collected
On-site Preparation for Main Event	20.09.2025 / Venue (MoY&S- talent hall) / Service Provider	Equipment and materials delivered, placed, and tested on-site with GIZ approval
First Draft of Final Report	10.10.2025 / Online submission / Service Provider	Report submitted covering all activities until job fair; includes photos, attendance, and summary
Start of Survey	10.01.2026 / Online / Service Provider	Survey tool finalized, distributed, and confirmed launched
Final report & presentation summary	20.02.2026	Final report

Period of assignment: from 15 July 2025 until 25 May 2026.

Key responsibilities of the contractor across all work areas:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- 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.
- The contractor is responsible to organize weekly exchanges with GIZ to ensure close steering and meeting expectations. For every weekly meeting, the contractor will produce a short-written summary of the agenda and key action points and submit it to GIZ.

In derogation from the GIZ AVB, the contractor makes contributions to reports to GIZ's commissioning party instead of submitting its own reports.

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).

The tenderer should demonstrate a clear understanding of the overarching goals—such as supporting a high-level, multi-day job fair, enhancing public-private cooperation, ensuring professional service delivery across halls, and enabling accessibility and inclusive participation. This understanding should be reflected in a critical examination of the tasks (as listed in Chapter 2), emphasizing the complexity and coordination required across logistics, crowd management, media, and technical setup.

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 should outline an explicit and justified strategy to deliver each task. This includes:

- Allocating dedicated teams for each hall and external area.
- Using a phased approach for pre-event, during-event, and post-event activities.
- Integrating flexibility for last-minute changes.
- Ensuring high-level visual branding and seamless technical support.
- Emphasizing inclusivity, safety, and professionalism.

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 must:

- Identify all relevant actors (e.g., MoY&S, SET-GIZ, private companies, media service provider).
- Describe planned cooperation mechanisms without prematurely committing to exclusive partners.
- Mention channels of communication and coordination tools to be used for alignment (e.g., joint walkthroughs, checklists, or coordination meetings).

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer may consider in their proposal:

- Define clear roles and responsibilities
- Propose a structure for coordination (e.g., daily briefings, designated focal points per area) and Detail mechanisms for decision-making, conflict resolution, and real-time updates.
- Suggest using simple tools like post-event surveys, attendance tracking, satisfaction metrics (especially for companies and job seekers).
- Propose providing a data summary aligned with indicators agreed with SET-GIZ

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**.

The tenderer may reflect the knowledge management and learning process through

- Propose documenting lessons learned, challenges, and successful practices.
- Suggest debriefs and internal reports that could be shared with MoY&S and SET-GIZ.
- Recommend ideas for future fairs (e.g., digital booth check-in, improved flow management).
- Indicate how this experience can inform national job fair models or toolkits for replication.

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 draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; 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.

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
- 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.
- Leads the organizing committee or steering team.
- Ensures synergy across logistics, communication, and partnerships.
- Makes final calls on budget, program, approvals, crisis management.

Qualifications of the team leader

- Language (2.1.2): B1-level language proficiency in **English**
- Specific professional experience (2.1.4): 6 years in Large Scale event management. It is recommended to give examples of events and the expert role in it in his/her CV. Years of work need to be proved by presenting the events and the year.
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company.

Key expert 1: Event Manager

Tasks of key expert 1

- Before, during the event, the tasks would be to organize the team and divide them according to the needs in each hall, selling point, registration desks.
- Organize and guide the team for crowd management
- Direct the team for the seating set up, VIP seating and the panel discussion arrangement
- Follow up with items delivery to the site in time whether its furniture, flower, seats, booth, and team on site.
- Ensure companies are following floor plan and align or take needed action of any urgent or last-minute changes in agreement with GIZ.
- Coordinate closely with GIZ, Media company, MoY&S and the team before and during the event.
- Support if needed for the two pre-event workshops whether in moderation or in setting up the 2nd workshop.

Qualifications of key expert 1

- Specific professional experience (2.2.4): 6 years of experience in Event Management
- Leadership/management experience (2.2.5): 6 years of experience in leadership or team management

The CV provided must demonstrate at least these two points in which the expert presents years of work, examples of event management, and team leadership with details on the events scale, and highlight the expert role in it.

Key expert 2 and expert 3 (2 experts similar qualification): Communication and outreach expert

Qualifications of key expert 2 and expert 3 (2 experts)

- Specific professional experience (2.3.4) and (2.4.4): 6 years of experience in Event Management, private sector communication, public relation and similar fields

The CV provided must demonstrate at least this point in which the expert presents years of work, examples of event management, and team leadership with details on the events scale, and highlight the expert role in it.

Soft skills of team members

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

Team skills
Initiative
Communication skills
Socio-cultural skills
Efficient, partner- and client-focused working methods
Interdisciplinary thinking

Short-term expert pool with minimum 38, maximum 42 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

The 38 short-term experts will be allocated across the halls and selling zones in alignment with the event organizer's plan, which has been reviewed and approved by GIZ and the Ministry of Youth and Sports (MoY&S). Each expert is expected to understand their assigned role, perform their duties accordingly, and remain at their designated location unless directed otherwise by the event organizer or GIZ staff. Below are the expected roles and responsibilities assigned to the experts.

Registration & Badge Distribution

- Manage registration desks.

- Ensure smooth check-in and badge handout for companies, job seekers, and VIPs.
- Handle on-spot registrations or lost badges.

Accessibility & PSN Support

- Assign designated experts to support Persons with Specific Needs (PSN).
- Ensure access routes are monitored and clear.
- Offer guided assistance and priority seating if needed.

Emergency & Safety Monitoring

- Have experts on standby to assist in emergencies (medical or logistical).
- Be familiar with evacuation plans, fire exits, and first aid points.

Timekeeping & Stage Coordination

- Assign someone to track time for each stage or panel discussion.
- Signal speakers and hosts for transitions.
- Monitor and assist with mic handling and movement backstage.

VIP Handling

- Allocate specific experts to manage VIP entry, seating, and escorting.
- Coordinate with security and event manager for proper protocol handling.

Queue Management

- At hall entrances, restrooms, and food areas.
- Prevent overcrowding and ensure flow.

Documentation Support

- Assign a few experts to assist with capturing key moments (notes, feedback, photos if media is not covering all).
- Distribute or collect survey forms from companies and participants.

Logistics Buffer

- Keep a few experts unassigned to serve as floaters—ready to jump into areas needing extra hands.

Qualifications of the short-term expert pool

- Specific professional experience (2.6.4): 38 experts with 2 years of professional experience in public relation, events management support, logistic, or similar fields.

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

5. Costing requirements

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader	1	35		
Expert 1: Event organizer	1	30		
Expert 2: Communication and Outreach Expert	2	35		
Pool-experts	38	10		
Other costs	Number of items	Amount per item	Total	Comments
booths	30			30 booths with tables, chairs, light ,etc
Carpet	1			750m2 to cover the venue 1
Furniture	1			Include 30 seats for VIP, 5 seats with 2 table on the stage for panel discussion
Table	5			For VIP
Flower	5			For VIP

6. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. 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). 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 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.