

Terms of reference (ToR) for the procurement of services

Provide coordination and technical support in the set up and execution of the EU-Cambodia Business Partnership support program to the private sector	Project number/ cost centre:
	23.2149.5-002.00
	23.2186.7-001.00

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0. List of abbreviations

ACs	Agricultural Cooperatives
ASEAN	Association of Southeast Asian Nations
BMZ	German Federal Ministry for Economic Cooperation and Development
CO ₂	Carbon dioxide
DC	Development Cooperation
EDS	Export Development Strategy
EU	European Union
EU-German GATE	European Union-German Global Access and Trade Expertise
GDCE	General Directorate of Customs and Excise
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
KZFK	Short-term expert
LDC	least developed country
MEF	Ministry of Economy and Finance
MoC	Ministry of Commerce
NGOs	Non-governmental Organizations
OGAs	Other Government Agencies
SMEs	Small and Medium-Sized Enterprises
ToRs	Terms of reference

1. Context

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a German federal enterprise and offers workable, sustainable and effective solutions for political, economic and social change processes. Most of our work is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). GIZ also implements projects on behalf of public and private bodies in Germany and abroad. GIZ operates throughout Germany and in more than 130 countries worldwide with about 17,000 staff members around the globe, some 70% of whom are employed locally as national personnel.

The EU-Cambodia Business Partnership is a joint initiative to support Cambodian enterprises to unlock their growth potential and innovative capability that enables them to become more competitive and to access EU and ASEAN markets. The business support facility is structured with two main schemes: 1. Increase of (pre-)processing capacities and of the competitiveness of the value chains cashew and pepper (Agri Innovation Lab), and 2. Enhancement of export capacity of food and non-food companies (Export Lab). The business support facility takes place under a collaboration framework between 3 programs: EU-German GATE, EU-German CAPSAFE, and ASEAN-German AgriTrade II.

The European Union-German Global Access and Trade Expertise (EU-German GATE) is co-financed by the European Union and the BMZ and implemented by GIZ as a contribution to the Multi-Donor Initiative “Global Gateway” led by the European Union. The project works to improve regulations, measures and practices in Cambodia in support of inclusive and sustainable exports to the EU and regional markets. The main direct beneficiaries are the Ministry of Commerce (MoC), the Ministry of Economy and Finance (MEF), especially the General Directorate of Customs and Excise (GDCE) and selected other public and private entities. The project focuses on **five main Output areas**:

- Output 1: Strengthened capacity of target public and private sector stakeholders in formulation and implementation of laws, policies, and strategies on environmentally sustainable and socially inclusive trade development (gender and disability inclusive and resulting in decent work conditions) with a focus on graduation from least developed country (LDC) status
- Output 2: Improved capacity of target private and public sectors’ stakeholders on legal and regulatory framework for digital economy including Consumers’ and data protection rights
- Output 3: Enhanced capacity of General Department of Customs and Excise (GDCE) and Other Government Agencies (OGA) in risk management application
- Output 4: Strengthened capacity of GDCE and OGAs in trade facilitation
- Output 5: Increased capacity of target SMEs, including women owned, in selected value chains on access to ASEAN, EU and other markets.

The EU-German Cambodia Partnership for Sustainable Agriculture and Food Systems (EU-German CAPSAFE) is a co-funded project by the European Union and the BMZ under the Team Europe Initiative 1 “Sustainable landscapes, forests and agriculture” and also implemented by GIZ. The program aims to increase the value addition, competitiveness and sustainability of cashew and pepper value chains in Cambodia. The program implementation period is between June/2024 to March/2029 with the initial target provinces Kampong Thom, Kratie, Tboung Khmum and Kampot. The Objective of the EU-German CAPSAFE project is to

improve the sustainability, competitiveness and inclusiveness of cashew nut and pepper value chains with higher local value added.

- Output 1 aims at increasing the institutional capacities for improving the national systems on agri-food safety and climate-resilient agriculture, including decent work.
- Output 2 aims at increasing the profitability of cashew nut and pepper value chains with climate-resilient and sustainable intensification practices including deforestation free production.
- Output 3 aims at increasing the capacities of agribusiness micro, small and medium enterprises (MSMEs) and industry associations and federations (IAF) to add value in the pepper and cashew nut value chains in accordance with ASEAN and premium markets, including the EU.

The Promotion of Sustainable Agricultural Value Chains in ASEAN (ASEAN AgriTrade II) project is implemented by GIZ with funding from the German Federal Ministry of Economic Cooperation and Development (BMZ). The objective of AgriTrade II is the harmonisation of measures for compliance with sustainability and quality standards in regional and global agricultural value chains have been implemented by member states of the Association of Southeast Asian Nations (ASEAN). Therefore, the project is set to provide the following support measures:

- Output 1: Improving strategic orientation for AMS by regional stakeholders to harmonise the implementation of sustainability and quality standards in agricultural value chains.
- Output 2: Public and private stakeholders in AMS, with a focus on CLV benefit, from regional exchange on the application of sustainability and quality standards in agricultural value chains.
- Output 3: Strengthening capacities of public and private actors in AMS, with a focus on CLV, to implement climate-sensitive approaches to achieve sustainable agricultural trade at national level.

What's the EU-Cambodia Business Partnership?

The EU-Cambodia Business Partnership is a joint initiative to support Cambodian enterprises to unlock their growth potential and innovative capability that enables them to become more competitive and to access EU and ASEAN markets. The business support facility is structured with two main schemes: 1. increase of (pre-)processing capacities and of the competitiveness of the value chains cashew and pepper (Agri Innovation Lab), and 2. enhancement of export capacity of food and non-food companies (Export Lab). The business support facility takes place under a collaboration framework between 3 programs: EU-German GATE, EU-German CAPSAFE, and ASEAN-German AgriTrade II.

Agri Innovation Lab aims to support enterprises to increase innovation and sustainability in production and (pre-)processing volumes in the cashew, pepper and chili value chains under special focus on compliance, decent work and employment.

Export Lab is a programme designed to support SMEs in promoting export, enhancing competitiveness, and ensuring compliance through technical assistance. It also seeks to emphasize the concept that “the Best Ideas always Wins”. The Export Lab supports enterprises, particularly SMEs, in accelerating the implementation parts of their Export Development Plans with the goal of improving export capacity and capability primarily in EU and ASEAN markets, while enabling them to expand into additional markets in the future. The outcomes of the Export Lab are expected to contribute to increased revenue, employment, and women empowerment with a target of at least 50% women owned/led beneficiaries.

What can be supported? Up to what amount can be offered?

Eligible company or organization can bring in innovative ideas related to production & processing improvement and export, including but not limited to increasement of processing volumes, following decent work regulations, market expansion, market diversification, product-market fit development, marketing & branding, packaging and labelling, international standard certification, and other related innovations, etc. The technical assistance with an equivalent budget package of up to USD 50,000 per project will be offered to maximum 60 selected companies. There will be two rounds of selection for which approximately 30 finalists will be chosen each round.

Who is the target group?

Individual or consortium of entities registered with relevant authorities in Cambodia are eligible to apply. Those include, but not limited to:

- Enterprises with business operations in Cambodia (owned by either a Cambodian or non-Cambodian)
- Agricultural Cooperatives (ACs) or Agricultural Unions
- Associations & NGOs
- Consortia between enterprises, ACs, farmer groups, NGOs, associations and other forms of consortia

What is the project duration?

The proposed project may last between 6 months and 24 months.

Is there required contribution?

Applicants are required to contribute a matching fund 50:50 – monetary and/or in-kind.

Areas of Focus: Agri Innovation Lab

- **Products:** Cashew, pepper and chilli, including service providers
- **Main purpose:** To increase sustainability and innovation in the chilli value chain, to increase (pre-) processing volumes in the cashew and pepper value chains, compliance with international certifications and decent work principles.

Areas of Focus: Export Lab

- **Cashew and pepper:** Projects relevant to improvements of market access to the EU and/or ASEAN markets.

- **Food and non-food (specialty products):** These include food companies producing seasoned, dried or other processed food items, other than cashew and pepper. Another category can be non-food products, e.g. cosmetics with an artisanal character. We are particularly looking for innovative and pioneering companies in their specific sector with high-quality and high-value products and unique visibility.

Examples of Specialty Food include:

- Chocolate
- Oil / essential oil (for consumption)
- Fish / curry paste
- Palm sugar
- Spices
- Dried fruit
- Ecologically & socially responsible rice

Examples of Non-Food Specialty Products include:

- Cosmetics
- Oil / Coconut oil (not for consumption)
- Lotus silk

- **Sustainable export ideas and innovations:** This is a cross-cutting topics, including environmentally-friendly products or goods made with recycled raw materials or inputs and technical solutions for export.

Examples of this category include:

- Sustainable textile (e.g. vegan leather)
- Recycling products
- Green products
- Side products
- Cricket powder

2. Tasks to be performed by the contractor

The objective of the services of the contractor is to provide technical backstop support in the implementation of the EU-Cambodia Business Partnership especially in developing technical concept and providing coaching to target enterprises for improved internal process and export strategy.

The contractor is responsible for providing the following services:

Program Management

- Backstop support the day-to-day operations of the business support facility, and coordination with internal teams and external partners to facilitate smooth execution of program activities.
- Coordinate with GIZ TAs and local consultants on the tasks/activities implemented on the ground.

Outreach Events and Call for Application:

- Participate in the project outreach events, conduct sharing session, and facilitate discussion/activities among participants to come up with proposal ideas.
- Provide coaching to potential enterprises in developing detailed proposals
- Moderate outreach events in Phnom Penh and selected provinces
- Propose experts in various areas for best practices and innovative ideas in relevant topics
- Backstop potential candidates in developing proposals
- Provide guidance to potential SMEs in developing their ideas during events or strengthening their proposals for better chances of funding.

Application Processing:

- Manage the application process in close cooperation with GIZ TA by reviewing proposals and ensuring compliance with eligibility criteria.
- Carry out application shortlist and pre-assessment scoring report.
- Present the report to the internal team/committee and project partners.
- Join the site visit to the finalist companies
- Develop one-page Fact Sheets of the selected companies (60 companies)

Support project implementation of the selected SMEs:

- Assist in developing the cooperation agreements, including objectives, activities, and measurement tools.
- Consolidate list of material with detailed specifications and technical consultancy needed by the companies
- Assist in drafting TOR and identifying experts/specialists to support specific scope of the projects above.
- Provide advisory support to the selected SMEs in implementing the agreed project plans/proposal.
- Support network and exchange events on EU-Cambodia Business Partnership achievements

Monitoring and Evaluation

- Document progress, and lessons learnt
- Gather feedback from participating SMEs to identify areas for improvement in future iterations of the program.
- Produce final report for each project, capturing the outcome and good practices.

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

Milestones/process steps/partial services	Deadline
Applications	August 2025 and January 2026

- Up to 60 SMEs received guidance in developing their ideas and/or strengthening their proposals for better chances of funding during the launch and outreach events in Phnom Penh and selected provinces	
Proposal Assessment and Selection At least 60 SMEs proposals qualified (satisfied the selection criteria) each in the Agri Innovation Lab and the Export Lab	September/October 2025 and February/March 2026
<ul style="list-style-type: none"> - Carry out application shortlist and pre-assessment scoring report. - Background checks on blacklisting, social and environmental impacts of the companies - One-page Fact Sheets for each of the selected company - Presentation of selection results 	
Finalist of successful enterprises approved by the internal committee and One-page fact sheet developed for each of the company	October 2025
A list of equipment/material and ToR for expert/specialist as support to company submitted	November 2025
(Round 2) At least another 40 enterprises received coaching on concept and proposal development related to improved internal process and export strategy	February 2025
(Round 2) All applications evaluated using the pre-assessment scoring sheet, a short list of high potential enterprises created	March 2026
(Round 2) Finalist of successful enterprises approved by the internal committee and One-page fact sheet developed for each of the company	April 2026
(Round 2) A list of equipment/material and ToR for expert/specialist as support to company submitted	May 2026
Report for each project highlighted outcome, key lesson learnt, and success story	November 2027
Final report for first round of the program submitted with highlight the program overview, selection criteria, assessment process, key learnings & recommendations for future program	December 2027

Period of assignment: from 01 August 2025 until 31 December 2027.

The contractor shall submit deliverables in English to the Head of Project of EU-German GATE and Head of Component 3 of EU-German CAPSAFE. Deliverables should be delivered using the project templates in Microsoft Word and/or PowerPoint.

Any adjustment to the ToR may be made with mutual consent between EU-German GATE and the contractor in writing.

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)** with them.

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 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. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

Further requirements (1.7)

Consideration of cross-cutting themes e.g. gender equality, gender ratio, environmental protection, social inclusion, etc. throughout the implementation of the program.

4. Personnel concept

The tenderer is required to provide CV (see Chapter 7) of personnel who is suited to deliver the expected outputs.

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

Key expert

Tasks of key expert

Program Management

- Backstop support the day-to-day operations of the business support facility, and coordination with internal teams and external partners to facilitate smooth execution of program activities.

- Coordinate with GIZ TAs and local consultants on the tasks/activities implemented on the ground.

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Support project implementation of the selected SMEs:

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- Provide advisory support to the selected SMEs in implementing the agreed project plans/proposal.
- Support network and exchange events on EU-Cambodia Business Partnership achievements

Monitoring and Evaluation

- Document progress, and lessons learnt
- Gather feedback from participating SMEs to identify areas for improvement in future iterations of the program.
- Produce final report for each project, capturing the outcome and good practices.

Qualifications of key expert

- Education/training (2.2.1): University degree (master or higher) in management, economics, trade, innovation, business administration, or related field
- Language (2.2.2): English & Khmer proficiency
- General professional experience (2.2.3): 7 years of professional experience in the private sector development, export promotion for food and non-food products from developing

countries (e.g. Strong background in supporting export-focused initiatives and trade development projects focused on ASEAN businesses)

- Specific professional experience (2.2.4): 5 years of professional experience in cashew and pepper value chain development (or export promotion of similar sectors) in Cambodia (including strong understanding of the standards of international customers and the requirements for maintaining an export business)
- Leadership/management experience (2.2.5): 5 years of professional experience in technical advisor role or consulting/project management
- Regional experience (2.2.6): 3 years of professional experience in the export promotion for SMEs to ASEAN and/or the EU market.
- Development Cooperation (DC) experience (2.2.7): Prior experiences in development cooperation funded assignments.
- Other (2.2.8): Evidence of delivering a similar project (s) in the last 5 years

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem allowances are reimbursed as a lump sum up to the maximum amounts permissible by GIZ. Accommodation 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.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Expert	1	120	120	Timesheet is required
Travel expenses	Number of experts	Quantity	Total	Comments
Per-diem allowance in Cambodia	1	90	90	Highest rate IDR 776.000 per full day in accordance with GIZ Travel Regulation

Overnight allowance in Cambodia	1	90	90	Highest rate IDR 1.996.000 per night in accordance with GIZ Travel Regulation
International flights (return flight)	1	7	7	Travel to the place of service delivery Phnom Penh, Cambodia
CO ₂ compensation for air travel	1	14	14	A fixed budget of IDR 12.943.000 is earmarked for settling carbon offsets against evidence.
Transport (train, car, public transport, etc.)	1	7	7	Travel within the country of assignment, transfer to/from airport, etc.
Other travel expenses	1	1	1	e.g. visa costs (if any)

6. Inputs of GIZ or other actors

GIZ/EU-German programs and/or other actors are expected to make the following available:

- Cover actual expenses of all outreach events in Phnom Penh and provinces. Expenses cover venues, refreshments, and necessary related costs.
- Lead organization of the outreach events
- Collaborate in the selection process
- Handle procurements of required experts, technical expertise services or items agreed with SMEs following GIZ rules

7. 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.

The CV of the expert in accordance with Chapter 4 of the ToR must be submitted using the format standard for application. It must clearly show the position and job the proposed person held in the reference project and for how long.

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.
