

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

CONFIDENTIAL

Entrepreneurship Support Organisation Delivery of Tailored Business Development and Advisory services to Micro, Small and Medium-sized Enterprises (MSMEs) in Adjumani and Obongi districts, West Nile

**Project number/
cost centre:**

G-012526.001

Tender number

: 7000025637

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1. List of abbreviations

BMZ	German Federal Ministry for Economic Cooperation and Development
BDS	Business Development Services
CBO	Community Based Organisations
CSO	Civil Society Organisation
DLG	District Local Government
ESO	Enterprise Support Organisation
EnDev	Energising Development
FLES	Financial Literacy and Economic Skills
GCR	Global Compact on Refugees
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GROW	Generating Grow Opportunities and Productivity for Women Enterprises
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
LED	Local Economic Development
MoLG	Ministry of Local Government
MSMEs	Micro Small and Medium Sized Enterprises
MTIC	Ministry of Trade, Industry and Cooperatives
NDP	National Development Plan
OPM	Office of the Prime Minister
ParWest	Strengthening the Socioeconomic Participation of Refugees and Host Populations in West Nile
PREEEP	Promotion of Renewable Energies and Energy Efficiency Project
PRUDEV	Strengthening Rural Development in Northern Uganda
PWDs	Persons with Disabilities
RMO	Risk Management Office
SGCS	Strengthening Governance and Civil Society
ToR	Terms of Reference

UIA	Uganda Investment Authority
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau
YLP	Youth Livelihood Programme

2. Context

Brief information on the project

GIZ, in partnership with the Ministry of Local Government (MoLG), is implementing the strengthening socioeconomic participation of refugees and host communities in West Nile, Uganda (ParWest) programme in the refugee-hosting districts of Adjumani and Obongi. The programme aims to strengthen the socioeconomic participation of refugees and vulnerable host populations in climate-affected districts of West Nile, Uganda. The programme aligns with Uganda's progressive refugee policies and contributes to the BMZ Feminist Development Policy, Global Compact on Refugees (GCR), Comprehensive Refugee Response Framework (CRRF) and Uganda's National Development Plan (NDP) IV. The ParWest is structured around three interlinked and mutually dependent outputs:

Output 1	Sectoral, gender-responsive planning and implementation capacities of the relevant administrative levels are strengthened in selected host districts
Output 2	The technical and physical preconditions for climate-appropriate economic participation by refugees and members of host communities, especially women, have been improved.
Output 3	The technical and physical capacities of women's, refugee and youth, Civil Society Organisations in host districts are strengthened in selected fields

The programme is closely collaborating with other GIZ programmes (Strengthening Rural Development in Northern Uganda - Phase II" (PRUDEV II) and Promotion of Renewable Energies and Energy Efficiency Project in Uganda" (PREEEP) in the West Nile region.

Background

Uganda is ranked as a top entrepreneurial country with many Small and Medium Enterprises (SMEs). In Adjumani and Obongi districts, the MSMEs are comprised of both startup and established micro small and medium-sized enterprises (MSMEs), which form the backbone of local livelihoods and economic activities. This reflects the national context, where MSMEs account for 90% of Uganda's private sector enterprises and the engine of growth for economic development, innovation and wealth creation. According to Uganda Investment Authority (UIA), MSMEs are spread across all sectors, with 49% in the service sector, 33% in trade and commerce, 10% in manufacturing and 7% in other fields. MSMEs employ over 2.5 million people and contribute approximately 80% of Uganda's manufactured output and 20% Gross Domestic Product (GDP) (Ministry of Trade, Industry and Cooperatives (MTIC), *State of Entrepreneurship in Uganda 2024; MTIC MSME Profile Factsheet, 2025*).

Despite being the engines of local economic development, MSMEs in Uganda and the target districts face numerous challenges and seldom make it past their third year of operations. They are widely perceived to be inherently risky as many business owners have limited market knowledge, inadequate business management experience, weak governance structures and poor financial record keeping. Nationally, Uganda's state of entrepreneurship report identifies limited access to finance, weak business linkages, low levels of business formalisation, inadequate technology adoption and limited entrepreneurial skills as the most significant constraints to MSME growth (*MTIC, state of Entrepreneurship in Uganda 2024*)

Only 39% of the MSMEs are formally registered, while access to finance remains moderate with a national entrepreneurship index score of 52% for financial sustainability (*MTIC, Business Registration Factsheet; National Entrepreneurship Index, 2024*).

Refugee-, women-, youth- and persons with disabilities (PWD)-led enterprises in refugee-hosting districts such as Adjumani and Obongi face additional structural barriers. These

include low rates of formal business registration, limited access to markets because of the remote location of refugee settlements, weak business networks, inadequate access to business development services, discrimination, and limited access to affordable finance. Nationally, an estimated 70% of MSMEs have unmet credit needs, with many relying on informal savings groups because collateral requirements, documentation, and high interest rates restrict access to commercial lending (*State of Entrepreneurship in Uganda 2024; IFC MSME Finance Gap Assessment*). In refugee settlements, access to formal financial services is even lower, with most relying on informal savings and lending groups.

Informality is particularly pronounced among rural enterprises. Uganda is estimated to have about 1.8 million informal businesses, many of which are operated by women, youth and refugees (Uganda Bureau of Statistics (UBOS), *National Informal Sector Survey*). Informal enterprises typically have weak internal control systems, limited financial records, and minimal accountability beyond the business owner, making it difficult to access formal finance or investment.

It is with these barriers in mind that the ParWest programme, under the output on improving technical and physical preconditions for economic participation of refugees and members of host communities, is designed to directly engage with representatives of the MSMEs in the refugee and hosting communities, especially women, youth and PWDs. It aims to strengthen their technical and material capacities for economic participation adapted to climate change. Among the proposed interventions is provision of tailored capacity development to these representatives of MSMEs through Business Development Services (BDS)¹ provided by a reputable Enterprise Support Organization (ESO)/BDS provider². This is aimed at addressing their specific systemic constraints to enhance their competitiveness.

¹ Business development service (BDS) refers to services that support startups and MSMEs (micro, small, and medium enterprises) with sustainable capacity development at different stages to significantly enhance their market performance, growth, and competitiveness. Business development support services towards environmentally sustainable, climate-friendly practices and business models for women, youths, refugees and PWD entrepreneurs, may include among others: advisory and information provision, coaching and mentorship, digitalisation support for the representatives of MSMEs, business management training, specialised entrepreneurship training (i.e., on market research, marketing, access to markets, digital services or similar), support for resource efficiency applications, networking events / peer-to-peer exchanges with additional training, trade fairs beyond networking, financial advisory among others. The content is left open on purpose to permit it to respond to identified needs of the target group.

² ESOs may include accelerators, incubators, chambers of commerce and sector and business associations from the private sector, as well as SME Agencies or other relevant economic development organisations from the public sector.

General Objective

The overall purpose is to improve the technical and material conditions for inclusive economic participation of refugees and members of refugee-hosting communities' in Adjumani and Obongi districts, West Nile, with focus on women, youth and persons with disabilities (PWDs). This is to be done through gender-responsive and climate adaptive Business Development Services (BDS) and entrepreneurship support to catalyse the full potential of MSMEs.

The **specific objectives** of the assignment are the following:

- To analyze operational gaps and gender-based constraints faced by already mapped and profiled MSMEs in Adjumani and Obongi³.
- To provide strategic, gender-responsive recommendations that tackle MSME-level weaknesses and systematic barriers.
- To implement practical capacity development that is tailored to the needs of the target group and builds technical, operational capacities to enhance their business performance and sustainability.
- To facilitate skills development and knowledge transfer through mentorship and coaching that prioritises women/PWD mentors and role models; establish peer networks and safe spaces for exchange; integrate safeguarding and referral pathways for GBV and MHPSS.
- To facilitate access to finance for MSMEs.
- Conduct monitoring and evaluation to track progress at the start, during and after the implementation of the measures towards the achievement of ParWest indicators associated with the assignment.

Target groups: Micro small and medium sized enterprises (MSMEs) in Obongi and Adjumani districts, (West Nile), and their representatives with a special focus on women, refugees, youth and persons with disabilities, including measures to engage men and community leaders to support gender-equitable outcomes. The MSME mapping and profiling that is already ongoing will generate a database of MSMEs to be targeted.

ParWest project is looking for eligible local BDS provider/ESO in Uganda who can deploy proven innovative and sustainable approaches in capacity development, delivery of entrepreneurship support and other capacity-strengthening initiatives to enhance MSMEs competitiveness in high-potential sectors identified the comprehensive MSME mapping and profiling assignment currently ongoing. These solutions will be aimed at improving the business performance and increase in income of micro entrepreneurs at least by 30% after one year of implementing the measures. The BDS provider should be ready to improve and customize their BDS content and delivery mechanisms around innovative and sustainable approaches that are gender responsive.

³ A comprehensive mapping and profiling of MSMEs in Obongi and Adjumani districts to provide a basis for subsequent provision of tailored capacity development to MSMEs through business development service (BDS) providers is already ongoing.

2.1 Eligibility Requirements.

2.1.1 Commercial eligibility assessment

- URSB Registered powers of attorney authorizing signatory/representative of the firm to sign agreements / documents on behalf of the firm.
- Current and valid Tax Clearance Certificate addressed to GIZ Uganda, or its equivalent. GIZ TIN:1000030986
- Valid Current Trading License
- Registered URSB certificate of filing most recent Company Annual Returns or its equivalent
- Signed Outsourcing of data processing form.
- Signed Bid validity Document Confirming that bid is valid for 120 working days. Vendor to write up and sign.
- Summary of certified audited accounts for the last 3 financial years (2025, 2024 and 2023.) with Average Annual turnover equivalent to 318,414 Euro
- Must have employed as on 31.12.2025 at least 3 persons on full-time basis.

Note: In case of a consortium, all the partners should meet the criteria stated above.

2.2 Technical eligibility assessment

- 3 Reference project in the technical field in Uganda/East Africa evidence by Reports/Documentary/learning video production with a value of not less than Euro 100,000.
- Up to at least 5 years' experience in enterprise development support.
- Demonstrated work experience in the refugee context, in Uganda.

3. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

a) Internal and External Kick off Workshops (preparatory phase)

The Contractor schedules a kick-off workshop with ParWest to introduce the project team, align on the assignment objectives, expectations, key deliverables and proposed methodology. This phase aims to establish a solid contextual foundation for the assignment by deepening the ESO/BDS provider understanding of the assignment and context. An external kick off will include MoLG, DLGs, Office of the Prime Minister (OPM) and other relevant stakeholders to ensure ownership and sustainability.

Additionally, the contractor is expected to review the findings of relevant literature including the MSMEs mapping and profiling that has been done. This provides foundation for the MSMEs to be supported ensuring seamless implementation of activities.

For sustainability, it is essential that the ESO/BDS provider establishes and/or strengthens local structures to ensure continued service delivery beyond the project period. In addition, it is recommended that the provider collaborates with districts which can strengthen institutional ownership, coordination, and long-term support, building on Parwest's existing strong relationship with the districts

b) Comprehensive gender-responsive and climate-adaptive business diagnostics of at least 200 MSMEs and their representatives

The Contractor shall develop a carefully thought-through business diagnostic tool (to the extent possible adapt already existing tools (i.e., enterprise diagnostics tool) developed by other GIZ programmes) and a standardised process and tools to gather baseline data especially on revenue and technical and physical capacities of micro entrepreneurs to

adapt to climate change (guided by data requirements and project indicators and in collaboration with the programme component manager and M&E specialist).

The BDS Officers/Enterprise Facilitators will conduct a due diligence process including a gender-sensitive analysis of the already profiled MSMEs. The assessment shall include data on the business' structure/operations, degree of formalisation, market access, activities, sectoral alignment, employment capacity and performance as well as financial management and income. The working conditions (incl. gender-specific working conditions, health, and safety standards) and compliance will also be assessed. Moreover, the green or greening potential of the business activities shall be analysed. Lastly, gender-specific needs as well as the business skills and mindset of the entrepreneurs should be assessed (e.g., knowledge, attitude, practices, behaviours). The business development experts should pay particular attention to the MSMEs' and the individual environment (e.g., community, household, social norms, acceptance of the business activities), where possible.

Through these comprehensive business diagnostics, perceived training and business development needs will be recorded. These may include, among others, typical support needs related to business registration and formalisation, product certification and quality, improving packaging and branding, market growth and expansion, financial management, among others.

This data will not only inform targeted support interventions but also serve as a **baseline** for monitoring enterprise growth and measuring the impact of future enterprise development interventions.

- **Conduct targeted business development support to MSMEs**

To position MSMEs for accelerated growth and enhanced competitiveness, a combination of cohort-based training and individualized, one-on-one business development support services will be provided. This tailored approach will address the unique operational, financial, and strategic challenges faced by each enterprise, ensuring that interventions are both relevant and impactful. The support will be delivered prior to the pitching and vetting exercise, enabling micro-entrepreneurs to strengthen their business models, develop business plans, refine value propositions, and demonstrate investment readiness. This preparatory phase is critical for ensuring that the subsequent transfer of start-up kits is both strategic, competitive and aligned with each micro entrepreneur's actual needs, thereby maximizing the potential for sustained growth and operational improvement. Support and build the capacity of all the start-ups to have key business documents in place such as invoices, receipts, record books, and stock cards etc.

- **Design a Capacity Building and Business Development Strategy & Implementation Plan**

The Contractor develops a Capacity Building and Business Development Strategy & Implementation Plan (i.e., one overarching strategy and implementation plan for the micro entrepreneurs) based on the results of the business diagnostics in (b) considering:

- ✓ **Training and support needs.**

- o The Contractor will assess which training and support needs are the most pressing and relevant for the Micro entrepreneurs and draft the strategy and implementation plan accordingly. Not all needs can be addressed.
- o The training and support shall impart Financial Literacy and Economic Skills (FLES), business, leadership, and green skills among others. The sessions should be gender-sensitive and, where possible, include gender-responsive and -transformative approaches. Additional training and support sessions could be relevant e.g., on Mental Health and Psychosocial Support (MHPSS).

✓ **Adequate delivery methods tailored to the target group.**

- o Considering a presumed very low skills level of the target group, the trainings will most likely be entry-level (e.g., trainings on financial management, sales, customer service, occupational health and safety among others).
- o Trainings should be very practical rather than theoretical and make use of visual materials rather than a lot of text since many of the target group might be illiterate.
- o The format could include BDS, training, events (e.g., networking, learning, site visits to learn about best practices, community dialogues) and/or bringing MSMEs together to foster Business to Business (B2B) linkages.

Note: This preliminary phase is aimed at preparing the Micro entrepreneurs to compete for start-up kits, a basis for material support.

c) Vet and select viable business plans/proposals:

Evaluate and select business proposals that demonstrate potential for success, sustainability, and impact, in collaboration with DLG structures and other relevant stakeholders.

The Contractor will:

- Constitute a vetting committee comprising of relevant stakeholders to review business plans and proposals submitted by the MSMEs representatives. This will be in line with compliance with submission guidelines, and alignment with established criteria such as value proposition, business model, organizational capacity and readiness, risk assessment and management, and overall impact and strategic alignment.
- Organize start-up competition events where representatives of MSMEs will pitch their business ideas and will be vetted. This is aimed at enhancing sustainability.
- Generate a list of start-up kits based on the results of the start-up competition.

d) Start-up kits support:

The Contractor will facilitate the transfer/distribution of start-up kits to the selected Micro entrepreneurs to boost the material capacity of the enterprises.

The contractor will:

- In collaboration with the GIZ technical staff take lead in acquisition of the materials/equipment to ensure seamless implementation of the enterprise development process.
- Organize micro entrepreneurs and prepare for distribution of start-up kits with information regarding the disaggregation.

The contractor shall involve all the relevant stakeholders including DLGs, OPM, GIZ among others in the distribution of equipment.

e) Direct coaching and mentorship

The BDS Officers are responsible for mentorship and coaching of the Micro entrepreneurs (this takes place in parallel to the trainings). As a follow on from the business diagnostics and start-up kits, the specific reports will be discussed with each Micro entrepreneurs, and support areas prioritised.

Micro entrepreneurs will receive continuous, hands-on coaching and mentorship support designed to drive sustainable growth and scalability. This support will not be limited to the pre-pitching phase but will continue beyond the provision of start-up kits, ensuring that Micro entrepreneurs are able to navigate emerging challenges and consolidate gains. The tailored BDS offered through this process will address a wide spectrum of enterprise needs, including investment readiness, access to finance, business formalization, product development, customer acquisition, market expansion, strategic planning, digital transformation, partnership development, and compliance with statutory obligations among others. This ongoing engagement is essential for strengthening MSMEs' resilience, increasing their competitiveness, and enabling long-term impact in their local economies. Carry out business registration and formalization of progressive enterprises with Uganda Registration Services Bureau (URSB), Uganda Revenue Authority (URA) and local authorities.

The BDS must include specific existing tools, resources, and guidance for developing and growing environmentally sustainable businesses. This may involve integrating sustainability/green transformative considerations into business planning, identifying green market opportunities, and promoting the adoption of eco-friendly practices and technologies.

f) Facilitate access to finance

Support financial inclusion of the micro entrepreneurs through linkages to financial services (e.g. tailored microfinance, concessional government and private facilities, private investment, etc.).

g) Document lessons learnt and success stories

Should the approach taken lead to favorable results, it will be useful to document the methodology and success factors for upscaling purposes and for the GIZ knowledge management system (format to be discussed).

h) General reporting

The Contractor is required to adhere to the reporting requirements of ParWest programme. This might entail formal progress reports, but also information or presentations on request.

Note: Above all the ESO/BDS service provider is expected to exemplify utmost innovation and creativity while conducting the activities to facilitate adaptive progression of BDS/advisory given the unique challenges faced by Micro entrepreneurs. In delivery of the tasks the service provider is expected to continuously monitor progress toward the relevant indicators and share progress reports and raw data used for the compilation of these reports

In addition to the reports required by GIZ in accordance with the GIZ's General Terms and Conditions for the provision of services, the ESO(s)/BDS service provider(s) submit the following reports:

- Inception report
- Contributions to reports to GIZ's commissioning party
- Brief quarterly reports not exceeding 7 pages on the implementation status of the project

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
a) Preparatory phase: Internal and external kick-off workshops, review of MSMEs database and profiles and inception report	1 month after contract signature
b) Due diligence and gender and climate adaptive responsive business diagnostics of at least 200 micro entrepreneurs. Survey on income and capacities of selected micro entrepreneurs to be supported.	3 months after contract signature
c) Targeted business development support at least 200 Micro entrepreneurs (cohort-based and one-on-one)	6 months after contract signature
d) Pitching competition organized and viable businesses for innovative material support selected	7 months after contract signature
e) Materials/equipment distribution - Interim survey on income and capacities changes for micro entrepreneurs	8 months after contract signature
f) MSMEs entrepreneurs mentored, coached and have confirmed increase in their income	12 months after contract signature
g) Final project report	12 months after contract signature

Period of assignment: from **7th December 2026** until **7th December 2027**.

4. 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 their 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.

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.

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 3.1 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

Further requirements (1.7)

- The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example national MSMEs database etc.) in the context of service delivery.

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- Gender equality:
ParWest is a gender marker 1 where gender equality is an important and deliberate objective of the measure. The project approach is gender-specific/responsive and includes defined objectives contributing to the gender objectives. There is a 70% focus on improving the socioeconomic participation of women who are one of the Programme's target groups. This focus is reflected in the Programme's objectives and indicators and must be taken into account throughout the implementation and monitoring of the activities/services being provided. The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures
- Environmental protection and climate action (climate change mitigation/adaptation):
ParWest is a programme with a focus on climate adaptive measures. The services and materials being provided to micro entrepreneurs should put this into consideration. The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and,

in addition, how it can contribute to improving the environmental and climate situation through corresponding measures.

- **Conflict and context sensitivity:**
The Contractor shall take necessary precautions as per the GIZ and government of Uganda guidance in case of any insecurity conditions. The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation.
- **Human rights:**
Since the programme has a significant focus on women particularly, the Contractor is reminded to stay vigilant and monitor the situation closely for potential human rights violations. The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures

5. 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.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

Team leader

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of the team leader

- Overall responsibility for overseeing the entire tasks of the contractor (quality and deadlines)
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting Enterprise Development Manager to coordinate the Expert and Trainer pool
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Supporting the officer responsible for commission in updating and/or adapting the project strategy
- Ensuring compliance data protection and any applicable laws and regulations
- Overall quality assurance of the assignment and products delivered.

Qualifications of the team leader

Education/training (section 2.1.1 of the assessment grid):	University degree in economics, Business Administration or any other relevant discipline
Language (section 2.1.2 of the assessment grid):	C1-level language proficiency in Knowledge of <i>English</i> , C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	7 years of professional experience in start-ups and/or business enterprises development and private sector development.
Specific professional experience (section 2.1.4 of the assessment grid):	5 years in Micro Small Medium Enterprises development or in facilitation of business development services
Leadership/management experience (section 2.1.5 of the assessment grid):	5 years of management/leadership experience as project team leader or manager in a company
Professional experience in the country/ region of assignment (2.1.6 of the assessment grid):	6 years of professional experience in East Africa (region), of which 4 years in Uganda.
Experience in the field of development cooperation (section 2.1.7 of the assessment grid):	4 years of experience in development cooperation projects
Other (section 2.1.8 of the assessment grid):	Evidence of participation in capacity building for 2 programs for BDS provider training and experience in financial management

Key expert 1: Enterprise Development Manager (section 2.2 of the assessment grid)

This position is a key expert. A statement of availability for this expert must be attached to the tender as an annex.

Tasks of key expert 1

- Ensure the timely implementation of the tasks
- Develop and oversee the Business Development Services System, including the set-up and oversight of the business development services tool (see Work Package 2, Activity 2.2)
- Assist with the selection, onboarding and training of the Business Development Experts and Trainers
- Responsibility for taking cross-cutting themes into consideration and training Business Development Experts and local trainers on approaches (including appropriate training materials)
- Coordinate and monitor performance of the Business Development Experts and Trainers

Qualifications of key expert 1

Education/training (section 2.2.1 of the assessment grid):	University degree in economics, Business Administration or any other relevant discipline
Language (section 2.2.2 of the assessment grid):	C1-level language proficiency in Knowledge of <i>English</i> , C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience in the start-ups and/or business enterprises development and private sector development.
Specific professional experience (section 2.2.4 of the assessment grid):	4 years in Micro Small Medium Enterprises development or in facilitation of business development services
Leadership/management experience (section 2.2.5 of the assessment grid):	3 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for at least 10 people
Professional experience in the country/ region of assignment (2.2.6 of the assessment grid):	5 years of professional experience in Uganda/East Africa
Experience in the field of development cooperation (section 2.2.7 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.2.8 of the assessment grid):	Evidence of participation in capacity building for 2 programs for BDS provider training and experience in financial management

Expert Pool 1: Junior Experts - Business Development Services Officers/Enterprise Facilitator (06) – Junior with at least one Monitoring and evaluation specialist

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 expert pool

- Undertake a comprehensive business diagnostics/training needs assessment and submit business diagnostics reports to all supported micro entrepreneurs
- Conduct due diligence (baseline assessment)
- Support with the set-up of the BDS system and related tool
- Deliver business development services (cohort training and one-on-one) to the identified MSMEs with the aim to improve their business capacities and grow their businesses within the framework of the BDS system (i.e., using the BDS tool)
- Vet and select viable businesses through competition
- Facilitate distribution of star-up kits/equipment
- Provide tailored mentorship and coaching
- Gender-responsive advisory on business and leadership topics
- Take lead in organizing monitoring visits

Qualifications of expert pool.

Education/training (section 2.6.1 of the assessment grid):	6 experts, each with university degree (bachelor level) in economics, Business Administration/Management, and/or entrepreneurship or any other related discipline
Language (section 2.6.2 of the assessment grid):	6 experts, each with knowledge of at least one local language in the districts of operation, C1-level language proficiency in Knowledge of <i>English</i> , C1- level in the Common European Framework of Reference for Languages
General professional experience (section 2.6.3 of the assessment grid):	6 experts, each with at least 5 years of professional experience in start-ups and/or business enterprises development and private sector development and One expert with 3 years of professional experience in monitoring and evaluation
Specific professional experience (section 2.6.4 of the assessment grid):	6 experts, each with at least 5 years of experience in Micro Small Medium Enterprises development or in facilitation of business development services across the different sectors in the refugee context and One expert in Monitoring and evaluation with experience in mobile data collection, data analysis
Professional experience in the country/ region of assignment (2.6.5 of the assessment grid):	6 experts, each with at least 5 years of professional experience in Uganda
Experience in the field of development cooperation (section 2.6.6 of the assessment grid):	6 experts, each with at least 2 years of experience in development cooperation projects
Other (section 2.6.7 of the assessment grid):	6 experts, each with at least 2 years of experience with using business development tools

Expert Pool 2: Trainer Pool with topic expert trainers

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference.

Tasks of the expert pool

- Facilitating training for micro entrepreneurs on topics identified
- Submit training reports

Qualifications of expert pool.

Education/training (section 2.7.1 of the assessment grid):	2 experts, each with university degree (bachelor level) in economics, Business Administration/Management, and/or entrepreneurship or any other related discipline
Language (section 2.7.2 of the assessment grid):	2 experts, each with knowledge of at least one local language in the districts of operation, C1-level language proficiency in Knowledge of <i>English</i> , C1- level in the Common European Framework of Reference for Languages
General professional experience (section 2.7.3 of the assessment grid):	2 experts, each with 5 years of professional experience in start-ups and/or business enterprises development and private sector development.
Specific professional experience (section 2.7.4 of the assessment grid):	2 experts, each with 5 years of experience in Micro Small Medium Enterprises development or in facilitation of business development services across the different sectors in the refugee context
Professional experience in the country/ region of assignment (2.7.5 of the assessment grid):	2 experts, each with at least 5 years of professional experience in Uganda
Experience in the field of development cooperation (section 2.7.6 of the assessment grid):	2 experts, each with at least 2 years of experience in development cooperation projects
Other (section 2.7.7 of the assessment grid):	2 experts, each with at least 2 years of experience with using enterprise development support

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

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

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

6. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount 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 has undertaken an obligation 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.

CO₂ emissions caused by air travel must 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.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader: Project Manager	01	96	96	Expert days including backstopping during the different phases (Maximum of 96 days for 12 months period from the day of signing the contract)
Expert 1: Enterprise Development Manager	01	168	168	Expert days including backstopping during the different phases (Maximum of 168 days for 12 months period from the day of signing the contract)
Expert Pool 1: Business Development Services Officers/Enterprise Facilitator (06)	06	270	1,620	06 Junior Experts days (Maximum of 270 days per expert for 12 months period from the day of signing the contract)

Expert Pool 2: Trainer Pool	02	72	144	Each consultant in the pool has a maximum of 72 days which can be staggered over the contract period
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	400	04	400	Field visits including during provision of tailored BDS; vetting and selection of viable businesses - pitching competition; and continuous mentorship and coaching
Overnight allowance in country of assignment for Team leader and expert 1	100	02	200	Rates on lump-sum basis. Overnight allowance for two staff while on field duties
Transport	Quantity	Number per expert	Total	Comments
Travel expenses (car) Vehicle hire (local)	400	10	400	Travel within the country of assignment. Local vehicle hire (within Adjumani and Obongi Districts) to support local movements of the field up to 300 days and team leader and expert 1 up to 100 days.
Operating cost in the country of assignment	6,360 litres	-	-	Fuel for hired cars etc. paid against evidence
Other costs	Number	Price	Total	Comments
Workshops and events:				
a. Business Development Support (BDS) cohort training (up to at least 200 MSMEs)	08	-	-	<u>Eight (08) BDS cohort training sessions:</u> (each training lasting for 3 days with 25 representatives of MSMEs per training)
b. Pitching competition to vet and select viable MSMEs for start-up kits	08	-	-	<u>08 pitching competition events:</u> (01 event per day with 25 representatives of MSMEs) targeting at least 200 MSMEs . Budget covers: venue hires in PWD-friendly venue (local, where necessary) with technical systems (projector) and workshop materials (flip chart, markers, pens and notebook); Meals and refreshments (breakfast, lunch and refreshment (water/soft drink); sign language translation / interpretation services for PWDs; creche service for mothers if necessary and transport refund to participants based on public transport rate and distance travelled.

Design and printing of visibility materials related to the project i.e., pull up banners, tear drops etc.	01	-	-	Cost related to design and printing of visibility materials related to the project.
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Workshops, events and trainings

The contractor implements the following workshops/events:

- The consultant shall organize training and events in each of the DLGs for at least 200 representatives of MSMEs (25 participants per training/event). Local training venues near participants where necessary. The consultant shall be responsible for mobilizations, booking venues (preferably in a location nearer to the participants), full day meals and refreshments, travel expenses, meeting/workshop as per GIZ rates
- Attendance list and payments sheets template shall be availed to the consultant by GIZ and must be strictly adhered to.
- The consultant MUST ensure that venue is physically accessible, public transport to the venue is possible, and a balanced participation.

7. Inputs of GIZ or other actors

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

- Introduction and contacts of focal people in the DLGs
- Attendance list and payment sheet for workshops and meetings
- Procurement of start-up kits based on list provided by the contractor
- Field monitoring and participating in stakeholders meetings

8. 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 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.

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.

9. Outsourced processing of personal data

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.