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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

Implementation of lab of tomorrow sustainable business development programmes	**Project number/ cost centre:** **G-012233-901**

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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
AWE	Agency for Business and Economic Development
FK	Expert
FKT	Expert days
KZFK	Short-term expert
lot	lab of tomorrow
ToRs	Terms of reference

1. Context

The lab of tomorrow (lot) is a business development programme that creates impact through joint ventures between German and local companies. Lab of tomorrow identifies shared business opportunities in emerging markets, matches German and local companies and enables them to create financially viable and socio-ecologically beneficial joint ventures. Lab of tomorrow is an offer of GIZ's Agency for Business and Economic Development (AWE). Implemented on behalf of the German Ministry for Economic Cooperation and Development (BMZ), AWE is the one-stop-shop for German companies seeking to engage with development cooperation.

Each lab of tomorrow programme starts from a specific development challenge with inherent business potentials in emerging markets. Based on business opportunities identified in conjunction with German and local companies, relevant German and local companies are invited and matched to become part of international venture teams with complimentary skills and resources. Venture teams receive business modelling support to create new business solutions during an up to 4-day ideation sprint and follow-up incubation services to bring their solutions to the market.

So far, 31 lab of tomorrow programmes have been conducted in a broad variety of settings and for different topics, with more than 500 participating companies. For further information on the lab of tomorrow and past processes, visit www.GIZ.de/lab-of-tomorrow and https://www.lab-of-tomorrow.com.

The lab of tomorrow programme – how it works

Each lab of tomorrow programme consists of 4 phases:

0. **_prepare lab of tomorrow programme**
   - Defining a general development challenge that the programme will tackle.
   - Preparing the implementing team, allocating budget and defining a timeline.
   - Onboarding supporting partners of the programme (e.g. funding partners).

1. **_understand business opportunities**
   - Identifying shared business opportunities for German and local companies (unmet need and potential customers in the target market).
   - Acquisition and matchmaking of relevant German and local companies in venture teams.

2. **_ideate business solutions**
   - In a facilitated ideation sprint, the venture teams ideate tailored business solutions responding to the identified business opportunities.
   - Venture teams receive feedback from market experts, potential customers as well as experts from the public sector, academia and civil society.

3. **_incubate ventures**
   - Supporting the most promising venture teams with tailored incubation support to validate business concept, create MVP and pilot in the target market.
   - Connecting the ventures to investors, follow-up programmes etc.

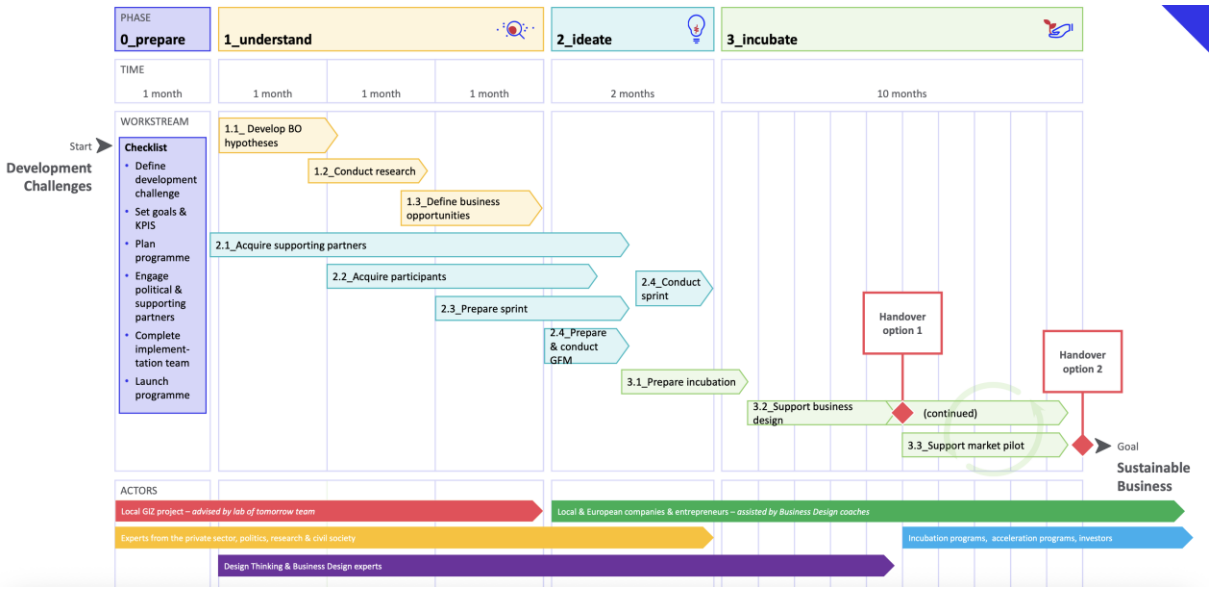


Illustration: An exemplary flow chart and timeline for a lab of tomorrow programme. Please note that the scope and timeline of each lab of tomorrow can vary.

Objective of the assignment

The contractor shall support GIZ AWE in implementing effective and efficient lab of tomorrow programmes in emerging markets. In specific, through facilitation, coaching and mentoring services (see 2.1 Tasks for each individual lab of tomorrow programme), the contractor shall enable the companies and entrepreneurs participating in the lab of tomorrow programme to:

- identify shared business opportunities in the target country
- adapt existing or ideate new business models
- test their business models with relevant stakeholders and target customers
- refine their business models
- develop as functioning teams
- formalise their collaboration
- develop their minimum viable products (MVPs)
- pilot their MVPs with their target customers
- prepare and execute strong pitches in front of investors and potential partners
- connect to the innovation ecosystem (investors, other programs, ...).

In addition, the contractor shall support AWE in the further development and scaling of the lot programme and AWE's private sector engagement tools in general (see 2.2 General Tasks).

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

2.1 Tasks for each individual lab of tomorrow programme

Important note: Each lab of tomorrow programme is different in its target country (see list of AWE partner countries in section 1.7), scope, topics, timeline and stakeholder setup. Hence, the potential tasks for the contractor may vary from programme to programme. The following description includes typical tasks to be performed by the contractor. Depending on the specifics of each individual lab of tomorrow programme, the actual tasks, the scope of those tasks and the timeline of activities may be subject to change. Final agreements for each lab of tomorrow programme shall be discussed and defined in a programme-specific kick-off call between the contractor and GIZ AWE at the start of each new lab of tomorrow.

Conduct kick-off		
Deadline (indicative)	**Deliverable**	**Tasks**
3-4 months before sprint	Documented KPIs, timeline, actors, roles and responsibilities and next steps	Prepare and conduct kick-off call with AWE and other relevant actors steering each new lab of tomorrow programme.

Identify business opportunities		
Deadline (indicative)	**Deliverable**	**Tasks**
3-4 months before sprint	Up to 6 business opportunities	Support AWE in identifying business opportunities in the target country of a lab of tomorrow programme through research on local unmet needs and potential customers of potential solutions. Research may include interviews with companies.

Participant and partner acquisition		
Deadline (indicative)	**Deliverable**	**Tasks**
1 months before sprint	Up to 10 participating companies and/or supporting partners	Support AWE in identifying and acquiring relevant companies as participants as well as other relevant actors as supporting partners of the lab of tomorrow. Supporting partner roles may include the provision of funds, expertise or other in-kind support.

Prepare ideation sprint		
Deadline (indicative)	**Deliverable**	**Tasks**
3 weeks before sprint	Macro agenda, micro agenda, working materials, presentation materials.	Preparation of an up to 4-day ideation sprint with up to 6 venture teams (depending on the scope of the specific lab of tomorrow programme), including macro and micro agenda, working materials and presentation materials.

Implement ideation sprint		
Deadline (indicative)	**Deliverable**	**Tasks**
Tbd, will be announced by GIZ for each lab of tomorrow programme	Solution idea, business model canvas and prototype for each venture team	Moderation and facilitation of an up to 4-day ideation sprint to enable up to 6 venture teams to create new business solutions and form strong bonds. Each team should be coached by one dedicated facilitator.
Last sprint day	Demo decks for each venture team	Preparation and hosting of a demo session on the last sprint day in front of relevant feedback providers, potential investors and other potential partners (to be invited by GIZ, contractor may support with own contacts).
1 week after sprint		Documentation of the sprint and its results, including photo material.

Prepare incubation phase		
Deadline (indicative)	**Deliverable**	**Tasks**
3 weeks before sprint	1-2 hour kick-off call for Incubation phase with GIZ team	Preparation and moderation of the kick-off call. Action points include timeline for incubation phase and preliminary staffing for incubation services according to target country and specific topics of the lab of tomorrow programme.
Week after sprint	1-2 hour handover call with previous service provider for ideation sprint	Moderate, collect all necessary information on team set up, ideas, levels, progress and needs.
Week after sprint	Needs assessment with each venture team	Understand specific team setup, including available time and other resources. Identify focus areas to work on.
2 weeks after sprint	Prepared incubation services including • Individualized coaching and mentoring plans for up to 6 venture teams • Setup of working structure and coaching schedule for each venture team	• Development of a tailored incubation services plans for each of up to 6 venture teams based on needs assessment, including coaching and mentoring sessions as well as flexible consulting hours for each team. • Define means of collaboration and coaching schedule, considering all relevant parties involved (venture team members, GIZ, possibly subject matter experts).

Implement incubation phase		
Deadline (indicative)	**Deliverable**	**Tasks**
Start 2 weeks after sprint,	Implementation of incubation services according to defined incubation schedule	• Implementation of the tailored incubation services and tracking of venture team progress.

duration up to 6 months		• Prepare and moderate monthly update calls with GIZ to inform about progress of venture teams and other relevant developments. • Coordinate and moderate possible update & discussion calls of venture teams with *lot* process lead. • General coordination of all communication between the venture teams, GIZ and other relevant stakeholders.
Up to 6 months after the sprint	Demo session in front of at least 7 relevant and interested investors from the contractor's network/ local ecosystem.	• Preparation and implementation of a demo session where the venture teams present their refined business models in front of potential investors and other follow-up partners. Ideally in-person, but depending on practical considerations, virtual conduct is possible. • Acquisition of at least 7 potential investors and other potential partners as audience of the session

Documentation		
Deadline (indicative)	**Deliverable**	**Task**
2 weeks after demo event	Report of implemented activities including: • Status report for each team and outlook on next steps the teams are planning • Recommendations for improvement for future lab of tomorrow processes	Continuous documentation of proceeding and results of each session / module, written and possibly also audio/visual. Documentation of the delivered incubation services, including • detailed written documentation of the teams' results • a profile of each venture that can be distributed among potential investors Reflection on the incubation phase, including lessons learnt and recommendations for improvement with regards to process design, project management and methodological conduct.

2.2 General Tasks

Deliverable	**Task**
Contract kick-off	Overarching kick-off to for the assignment, including agreements on project management, means of collaboration, KPIs for performance measuring etc.
Further development of lab of tomorrow	Prepare and conduct regular formats for reflection and further development of the programme based on identified opportunities for improvement.
Further development of AWE's private sector engagement tools	The contractor leverages its experience in private sector engagement to assist AWE in the evaluation and further development of its private sector engagement offers (also beyond lab of tomorrow).
Events	Support with the organization, preparation and implementation of events related to the scaling of AWE's private sector engagement offers (including lab of tomorrow) and the ventures that have emerged from lab of tomorrow programmes.

Period of assignment: from End of January/Beginning of February 2027 until 31.12.2028.

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

The tenderer is required to draw up a **personnel assignment plan** (1.6.2) 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** (1.6.3). 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 contractor shall outline how he will make use of his network in order to acquire suitable experts in the relevant countries. The contractor should have strong networks of experts in AWE's partner countries or the capability to access and, if necessary, subcontract experts locally.

PLEASE NOTE: The contractor may provide exemplary CV's for local experts from their network in one or more of AWE's partner countries. AWE's partner countries comprise:

- Kenya
- Ghana
- South Africa
- Cote D'Ìvoire
- Cameroon
- Marocco
- Indonesia
- India
- Vietnam
- Brazil
- Colombia
- Mexico
- Albania
- Serbia
- Ukraine

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 6), the range of tasks involved and the required qualifications.

International expert pool

The contractor shall utilize a team of international experts for all tasks listed under 2.1 and 2.2 (see above). One of those international experts shall function as the team lead and single point of contact for the client. The contractor must indicate who will assume the team lead role.

National expert pool

For the local implementation of each lab of tomorrow, the contractor shall also utilize local experts. Local experts shall either have their permanent residence in the country of assignment or a proven record of relevant work experience in the target country.

Local experts shall support the international experts in the implementation of local services. Local experts may include business development coaches, industry-specific mentors, local subject matter experts and other experts with relevant skills that may support the implementation of lab of tomorrow programmes.

As the focus countries of the upcoming lab of tomorrow programmes are unknown at the time of this tender, local experts shall be named by the contractor with the assignment of each new lab of tomorrow. Once the target countries have been determined, the contractor is responsible for identifying suitable experts through their own networks and, after submission of CVs and approval through GIZ, for signing contracts with the local experts if necessary.

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

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

International expert pool with minimum 2, maximum 5 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 international expert pool

See 2.1 – Tasks for each individual lab of tomorrow programme
See 2.2 – General tasks

Qualifications of the international expert pool

Education/training (2.6.1): 2-5 experts with university qualification (German ‘Diplom’/Master) in business sciences, social sciences or another relevant field
Language (2.6.2): 2-5 experts with C1-level language proficiency in English
General professional experience (2.6.3): 2-5 experts with 7 years of professional experience in the business development, business administration or facilitation sector
Specific professional experience (2.6.4): 2-5 experts with 3 years of professional experience in business design, minimum-viable product development, venture building, start-up incubation and acceleration

Local expert pool with minimum 2, maximum 5 members per lab (nn at the time of this tender, to be determined for each individual lab of tomorrow programme)

PLEASE NOTE: Since at the time of this tender the exact countries of the upcoming lab of tomorrow programmes are not yet known, the local expert pool is not part of the assessment. They can take place in any of the following AWE partner countries:

- Kenya
- Ghana
- South Africa
- Cote D'Ìvoire
- Cameroon
- Marocco
- Indonesia
- India
- Vietnam
- Brazil
- Colombia
- Mexico
- Albania
- Serbia
- Ukraine

Process for nomination of local experts through the contractor:

- Once the target country of an upcoming lab of tomorrow has been determined, the contractor is responsible for identifying suitable experts through their own networks which must meet the qualifications below.
- The contractor shall then provide the CVs of those experts to GIZ for approval. GIZ will take its decision based on fit of the experts with the qualifications listed below.
- After approval of the experts through GIZ, the contractor is responsible for subcontracting the local experts if necessary.

Tasks of the local expert pool

Support of international experts in implementation of lab of tomorrow-specific tasks (see 2.1) as well as general tasks (see 2.2) through local expertise, networks and relevant skills.

Qualifications of the local expert pool

Education/training: 2-5 experts with university qualification (German 'Diplom'/Master) in business sciences, social sciences or another relevant field
Language: 2-5 experts with C1-level language proficiency in English
General professional experience: 2-5 experts with 7 years of professional experience in the business development, business administration or facilitation sector
Specific professional experience: 2-5 experts with 3 years of professional experience in business design, venture building, start-up incubation and acceleration
Regional experience: 2-5 experts with 3 years of experience in the target country (tba for each lab of tomorrow programme

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

5. 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 (CO_2 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 CO_2 efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO_2 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

Please note that this is a tender below the EU-threshold of 216.000 EUR. Bids above this value will not be considered.

Fee days	**Number of experts**	**Number of days per expert**	**Total**	**Comments**
International expert pool	2-5	n/a	93	up to 5 experts.
National expert pool	2-5	n/a	96	up to 5 experts per lab. As the countries are not defined yet, please offer a total budget for the pool, not days x rate. The price sheet includes a list of all countries. You must insert a rate per each country. Depending on the implementation country, the reimbursement will be according to this list.
Travel expenses	**Quantity**	**Number per expert**	**Total**	**Comments**
CO_2 compensation for air travel *Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.*	1		500 €	A fixed budget of EUR **500** is earmarked for settling carbon offsets against evidence.
Fixed travel budget	1		20.000 €	A fixed budget of EUR **20.000** is earmarked for settling travel expenses (including economy class flights and train trips, per diems, visa costs, accommodation, transit, shipping of materials, etc.) against evidence, including travel to the following countries: • Germany, • Europe, • AWE partner countries (see list in section 1.7, tba for each specific lab of tomorrow programme).

				You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Flexible Remuneration	1	n/a	20.000 €	

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 or German (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 German (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.