

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

CONFIDENTIAL

Project title:	Processing number/cost centre:
"Employment-oriented promotion of the competitiveness of micro, small and medium-sized enterprises" (ProPME 2)	G-100422-001
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Subject of the tender procedure:	Tender number:
Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin	10021316

0. List of abbreviations	3
1. Context.....	6
2. Tasks to be performed by the contractor	9
2.1 Term	9
2.2 Objectives, indicators, work packages, milestones	9
2.3 Project and knowledge management requirements	22
2.4 Data protection and information security	25
2.5 Other requirements	26
3. Technical-methodological concept.....	27
3.1 Interpretation of objectives (section 1.1 of the assessment grid).....	27
3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)	28
3.3 Strategy (section 1.3 of the assessment grid).....	28
3.4 Project management (section 1.4 of the assessment grid)	30
3.5 Further requirements (section 1.5 of the assessment grid)	31
4. Personnel.....	31
5. Costing requirements	42
5.1 Assignment of experts	42
5.2 National administrative staff	43
5.3 Travel expenses	43
5.4 Materials and equipment	45
5.5 Operating costs in the country of assignment	46
5.6 Workshops, education and training	46
5.7 Local contributions	47
5.8 Other costs	47
5.9 Flexible remuneration item	47
6. Requirements on the format of the tender	47

**Subject of the tender procedure: Lot 1: Strengthening MSME
Competitiveness, Market Access and Business Environment
Reform in Benin**



Tender number: 10021316

7.	Options or follow-on contract	48
7.1	Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)	48
8.	Annexes	48

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

0. List of abbreviations

ABSSA	Agence Béninoise de Sécurité Sanitaire des Aliments <i>Benin Food Safety Agency</i>
ADPME	Agence de Développement des Petites et Moyennes Entreprises <i>Agency for the Development of Small and Medium-Sized Enterprises</i>
AfPQ	Alliance for Product Quality
AMM	Autorisation de mise sur le marché <i>Marketing authorization</i>
ANM	Agence Nationale de Normalisation, de Métrologie et du Contrôle de la Qualité <i>National Agency for Standardization, Metrology, and Quality Control</i>
BMF	German Federal Ministry of Finance
CCI Benin	Chambre de Commerce et d'Industrie du Bénin <i>Benin Chamber of Commerce and Industry</i>
CD	Development Cooperation
CMA	Chambre des Métiers de l'Artisanat <i>Chamber of Crafts</i>
CNA	Chambre Nationale de l'Agriculture <i>Chamber of Agriculture</i>
CW	Capacity Works
DPP	Public-Private Dialogue
DPPME	Direction de la Promotion des Petites et Moyennes Entreprises

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

Department for the Promotion of Small and Medium Enterprises

ECOWAS	Economic Community of West African States
GESS	Groupe Economie Sociale et Solidaire <i>Social and Solidarity Economy Group</i>
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GT CDI-MPME	Groupe de Travail Croissance et Développement Inclusif des MPME <i>Working Group on Growth and Inclusive Development of MSMEs</i>
IRAE	Institut de Renforcement de l'Accompagnement Entrepreneurial <i>Institute for Strengthening Entrepreneurial Support</i>
KOMP	Monitoring and Cost Estimation by Output
LOI	Letter of Intent / Statement of Intent
MA	Autorisation de Mise sur le Marché <i>Marketing Authorization</i>
MoU	Memorandum of Understanding
MPMEPE	Ministère des Petites et Moyennes Entreprises et de la Promotion de l'Emploi <i>Ministry of Small and Medium Enterprises and Employment Promotion</i>
MSME	Micro, small and medium-sized enterprises
NB	Norme Béninoise <i>Beninese Standard</i>

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

ProPME	Promotion de la compétitivité des micro, petites et moyennes entreprises, orientée sur la création d'emplois <i>Employment-oriented promotion of the competitiveness of micro, small and medium-sized enterprises</i>
RMO	Risk Management Office
SAE	Business Support Services
ToRs	Terms of Reference
UEMOA	West African Economic and Monetary Union <i>Union économique et monétaire ouest-africaine</i>

1. Context

1.1. Brief description of the module

The project “Employment-oriented promotion of the competitiveness of micro, small and medium-sized enterprises” (*Projet de Promotion de la Compétitivité des Petites et Moyennes Entreprises créatrices d’emploi*, hereinafter: ProPME 2) is a bilateral private sector development project that is aiming to increase the competitiveness of the Beninese private sector. It focuses its interventions on Beninese micro, small and medium-sized enterprises (MSMEs) in the food industry (i.e. processing of agricultural products), renewable energies, crafts and services and the entrepreneurial ecosystem as well as on intermediation on the labor market. It is part of the program “Improvement of income and employment situation in Benin” constituted by several projects carried out by GIZ and KfW in the areas of Technical and Vocational Training, Access to Finance and Private Sector Development. The program objective is: A needs-based training offer and enhanced investment and business capacities of micro, small and medium-sized enterprises (MSMEs) improve the employment and income situation of the Beninese population.

The ProPME 2 project is a follow-on module of the project “Promotion of small and medium-sized enterprises” (*Promotion des Petites et Moyennes Entreprises au Bénin*, ProPME). It picks up successful approaches, continues their development as well as sustainable anchoring. It also develops new solutions for further challenges considering the changing environment, particularly access to markets.

The project contributes to National Development Plan 2018–2025 (Plan National de Développement, PND), which represents the national implementation of the 2030 Agenda: (1) Strengthening human capital, (2) Increasing economic productivity and competitiveness, (4) Strengthening the rule of law and good governance as well as the vision 2060 of the Beninese Government. Particularly, it contributes to the national strategy of SME promotion and the national strategy of employment promotion. It is part of the team Europe Initiative of the European Union (EU) and complementary to further interventions such as those by the World Bank, African Development Bank and the Canadian Cooperation.

ProPME 2 is currently commissioned for the timeframe 04/2026 until 03/2029.

In addition to the ProPME measures, the GIZ project team is supporting the implementation of the AfPQ initiative in Benin. Alliance for Product Quality (AfPQ) in Africa is a multi-actor partnership bringing together stakeholders from the European and African private sectors, quality infrastructure and development cooperation. It seeks to improve the quality of products from African partner countries, so that they meet the requirements of international buyers. In this way, exports can be increased and value chains extended, facilitating economic growth and job creation. On behalf of the Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, BMZ), AfPQ is jointly implemented by GIZ and the German National Metrology Institute (Physikalisch-Technische Bundesanstalt, PTB). It has two modules; our focus is on the AfCFTA module (African Continental Free Trade Area - AfCFTA) which is working in two regions, East and West Africa.

1.2. Problem analysis

Benin's economy is expanding rapidly (real GDP ~6.4% in 2023; ~7.5% in 2024; ~6.5% expected in 2025), yet MSMEs—over 95% of registered firms—are not translating this momentum into jobs due to structural constraints: low productivity and innovation, weak market integration, limited access to finance and skilled labor, and insufficient support services (including quality and digitalization). Government priorities favor large industrial zones, with weak linkage between industrial policy and the 2025–2034 SME promotion strategy, heightening the risk that MSMEs are sidelined. Enterprise surveys highlight finance (42%) and skills (26%) as top barriers, low adoption of digital tools, and ongoing administrative and corruption risks.

The core problem—MSMEs' low competitiveness—stems from three changeable causes: (1) MSMEs lack fundamental capacities in business management, quality and process management, digitalization, and market integration. These deficits can be addressed through targeted support along prioritized sectors and value chains (VCs). (2) Support structures are institutionally weak and poorly coordinated. The project can exert influence through institutional strengthening and improved service delivery. (3) The placement of qualified skilled workers with MSMEs is inadequate because vocational training and business needs are insufficiently linked. Local coordination and improved placement structures can address this.

When it comes to exports, quality is an intrinsic component of competitiveness in regional and international trade. For products to circulate within the African Continental Free Trade Area (AfCFTA), they must comply with regulatory requirements regarding quality and consumer protection, as well as with the rules applicable to target markets. Furthermore, many regional and international importers require high and consistent quality, as well as compliance with voluntary environmental and social standards (e.g., private certifications). In Benin, many MSMEs, particularly in agri-food processing, do not yet have the technical capabilities, quality systems, and certifications necessary to meet these requirements, which limits their access to regional and international markets despite high potential demand. ProPME aims to address these constraints by building the capacity of enterprises, facilitating access to quality infrastructure services, and, where appropriate, supporting the acquisition of certifications relevant to target markets, in collaboration with AfPQ and the relevant public and private stakeholders.

1.3. Project approach

Module objective “The competitiveness of micro, small and medium-sized enterprises in selected regions and sectors in Benin has been improved with employment impact.”

Outcome Indicators:

- Indicator 1: Number of MSMEs in selected regions and sectors that have demonstrated a measurable improvement in their competitiveness in one of four defined categories.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

- Indicator 2: Number of employed persons in selected regions and sectors who have indicated that they benefited from improved working conditions in one of four categories.
- Indicator 3: Number of newly hired employees in MSMEs in selected regions and sectors.
- Indicator 4: Number of sustainably institutionalized support services to promote employment-effective competitiveness of MSMEs.

Impact hypotheses:

Output 1: If growth-oriented MSMEs in selected sectors gain access to needs-based support, coaching, and further training, they develop improved business models and thereby increase their competitiveness (module objective), which also creates new jobs and improves working conditions. This applies particularly to the informal sector, which achieves higher incomes through higher productivity and thus improves working conditions.

Output 2: If local, regional and national economic actors, line ministries and MSME service providers cooperate more effectively and engage in an active, constructive public-private dialogue, framework conditions can be improved in a targeted manner and investment barriers reduced, thereby enhancing the competitiveness of MSMEs (module objective).

Output 3: If the coordination structures for employment promotion are strengthened and the supply of and demand for labor are better aligned, the fit between training measures and the actual skilled labor needs of MSMEs increases. Combined with in-company training and structured placement, this contributes to improved access to qualified professionals for MSMEs, thereby enhancing their competitiveness (module objective).

The **target group** of the module primarily comprises growth-oriented micro, small and medium-sized enterprises in Benin, especially in priority sectors for ProPME and in value chains with high employment potential, including their upstream and downstream supply chains (e.g., suppliers and contract farmers).

The geographic focus is on the regions Atlantique, Littoral, Ouémé, Mono, Atacora, Borgou, as well as selected municipalities in the Donga region. A particular emphasis is placed on women-led enterprises. Another important target group on the labor supply side consists of graduates of vocational qualification measures and labor market entrants.

Further target groups and implementing partners include actors and institutions for enterprise and employment promotion such as the national enterprise promotion agency (Agence de Développement des Petites et Moyennes Entreprises, ADPME), the Beninese employment agency (Agence nationale de l'Emploi, AnPE), regional placement services, as well as private providers of support services. These organisations are also implementing partners. Further downstream partner structures a various chambers of industry/commerce, crafts and agriculture (Chambre de l'Industrie et du Commerce du Bénin (CCI Bénin), Chambre des Métiers de l'Artisanat du Bénin (CMA), Chambre National d'Agriculture du Bénin (CNA) as well as professional and sectoral associations. These intermediary

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

organizations are to be enabled to provide high-quality services nationwide, particularly for disadvantaged groups.

The political carrier of the module is the Ministry for SMEs and Employment Promotion (*Ministère des PME et de la Promotion de l'Emploi, MPMEPE*).

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services is specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

Through these Terms of Reference, the contractor is expected to contribute in an integrated manner to strengthening the competitiveness of MSMEs in Benin through three complementary areas:

- a) improve market access by supporting MSMEs in obtaining authorisations, product certifications and private certifications
- b) strengthen MSME support institutions for the institutionalisation of a national quality, monitoring and evaluation, and certification framework for the SME Loop approaches
- c) supporting organisational, technical and strategic dynamics that contribute to a more enabling environment for MSME development.

The contractor contributes to the achievement of output indicators 1.1 and 2.1.

Output indicator:

- 1.1** Number of SMEs that reported an improvement in their entrepreneurial or technical capabilities to be included in certain sectors and value chains in 2 of the 7 categories

Baseline Value: 1,000 MSMEs (including 300 led by women, 300 by youth, and 300 in the north) (June 2025) The baseline is based on the achievement of the expected objectives of ProPME 1.

Target Value: 1,325 MSMEs, including 430 led by women, 395 led by young people, and 395 in the north (March 2029)

Target for contractor: Strengthening of the technical and entrepreneurial capacities of 150 MSMEs (of which 60 led by women, 44 led by young and 44 in the North) in product quality management and market access (December 2028)

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

Output indicators:

2.1 Number of measures implemented to improve the business environment for MSMEs, including measures to support quality infrastructure

Baseline value: 0 measures (06/2025)

Target value: 5 measures (including 2 focused on women's needs) (12/2029)

Target for contractor: 1 measure (12/2028)

All interventions will be carried out in close collaboration with GIZ and the relevant institutional partners (ABSSA, ANM, ADPME, CCI Benin, etc.) to ensure alignment with their priorities, the complementarity of actions, and the sustainability of results.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1: Technical advice on improving product quality and market access (linked to Output 1.1)

In this work package, the contractor will support the project in carrying out the activities planned to strengthen the entrepreneurial and technical capacities of MSMEs, in view of facilitating their competitive integration into the sectors and value chains promoted by the project (Output 1). This will include providing MSMEs with customized training and coaching services to enable them to integrate quality management into their businesses and better connect to intra-African and international markets through support in obtaining UEMOA and ECOWAS certifications; as well as many other international private certifications, namely Global G.A.P., Fairtrade, COSMOS, Bio NOP, EU Organic, etc. Ultimately, this support should enable MSMEs to improve their entrepreneurial and/or technical skills and become more competitive in the markets (Output Indicator 1.1 and Indicator 1 of the module's objective).

To this end, the contractor will work closely with the National Accreditation Committee and certification bodies to address the needs expressed by MSMEs (at the intra-African and international levels).

Tender number: 10021316

The primary target group for this service package consists of MSMEs that will have benefited beforehand from entrepreneurial capacity building through the SME Business Loop¹ approach. This MSME database serves as the entry point for implementing most of the activities to be carried out for the benefit of the companies, although it is possible not to limit these activities exclusively to MSMEs (e.g., in the case of international private certifications). If applicable, this option would be discussed and agreed upon with the GIZ team.

Key Activities

In close cooperation with the GIZ team and under its coordination, the contractor will carry out the following activities:

Strengthening the technical capacity of 150 MSMEs in product quality.

The aim of this initiative is to support MSMEs through training and coaching, with the goal of helping them better understand the importance of the issue of product quality within their businesses, and to encourage them to take on greater commitments and responsibilities towards continuous improvement, thereby enabling them to better connect with the market. This support program combines training and coaching to help MSMEs recognize the importance of continuous quality improvement within their businesses. Six topics are covered: 1) concepts and fundamentals of quality; 2) food safety; 3) food legislation in Benin; 4) good hygiene and manufacturing practices in the agri-food sector; 5) good agroecological practices; 6) traceability.

The six training sessions are followed by four months of field coaching to implement an action plan for each enterprise. To this end, the following steps are essential:

- Use the database of the 250 MSMEs to be supported by the Benin Chamber of Commerce and Industry (CCI Benin) under the SME Loop approach to select 150 MSMEs in the sectors and value chains promoted across the seven departments, based on criteria developed by the contractor and validated with the GIZ team.
 - These criteria (validated by the project team) must take into account gender and other prerequisites for participating in such support.
- Conduct an in-depth assessment of each selected MSME, identifying training needs and establishing a 4-month action plan for coaching.
- Design and validate with GIZ 6 training curricula and 6 educational resources based on the covered topics to address the needs identified among the selected MSMEs.
- Train 2 short-term experts/trainers who are members of the contractor's team, based on the designed curricula.

¹ SME Business Loop: a program developed by GIZ and tested in more than 15 countries to strengthen the entrepreneurial skills of MSMEs. The program combines management training with individual coaching to promote sustainable growth and job creation

Tender number: 10021316

- This training should not exceed 2 days and will serve as a methodological orientation prior to the launch of the actual training sessions.
- Organize 6 in-person training sessions, each lasting 4 days, for 150 MSMEs.
 - Each session must include a maximum of 25 MSMEs and must be led by a team of trainers consisting of the 2 previously trained short-term experts, 2 quality coaches, and the mission leader or their representative.
 - As a general guideline, two sessions are planned in the northern departments, one in Cotonou, one in the Atlantique department, one in the Mono department, and the last in the Ouémé department.
- Organize up to 15 on-site coaching sessions (half a day per session) over a four-month period for each of the MSMEs involved.
 - Conduct an evaluation at the end of each support period to assess the results achieved.
- Following the coaching period, organize two 1-day knowledge-sharing workshops
 - One workshop will be held in Parakou for MSMEs from the northern departments and the second in Cotonou for those from the southern departments.
 - Each workshop must bring together a maximum of 25 participants.
- Document lessons learned, best practices, and results achieved through the production of a knowledge-sharing report and a short video.
- Establish a data monitoring mechanism to assess and document progress made during the support programme.
 - Three data collection milestones should be planned: the baseline, mid-programme and end-of-programme assessments.

Providing support to 15 SMEs in obtaining export certifications (UEMOA/ECOWAS accreditation, private certification):

- This activity aims to support 15 SMEs in taking a step forward towards regional and international markets by obtaining the certifications and approvals required for export (ECOWAS/WAEMU approval and/or international private certifications depending on target markets). Based on a market demand-driven selection, businesses will be equipped with knowledge on requirements, processes and expected evidence, then closely monitored throughout the compliance process (diagnosis, action plan, on-site coaching, mock audit, gap resolution). The objective is to secure the completion of certification procedures and sustainably strengthen MSMEs' capacity to maintain compliance and establish more structured commercial relationships. To this end, the following steps are essential: Select 15 committed SMEs among the businesses that have received the support mentioned above (a maximum of 10 for international private certifications and 5 for ECOWAS/UEMOA accreditation), based on criteria drawn up by the contractor and validated with the GIZ team during an internal work session.
 - These criteria must take into account the level of maturity of the SMEs and the actual need for certification required by the intra-African or international market.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

- Each SME must cover 50% of the certification costs, in addition to any costs associated with bringing the facilities into compliance, if applicable. The remaining certification costs will be covered by the contractor using project-allocated resources.
- A cooperation agreement must be formalized with each SME specifying the targeted accreditation or certification, the contributions and responsibilities of each stakeholder, and the target export market.
- Develop and organize an in-person training session lasting up to 3 days for the 15 selected SMEs, covering the content of the requested certifications, the process, and the requirements.
 - This session must bring together a maximum of 35 participants (2 participants per MSME, namely the company manager and the internal control officer/quality officer) and be held in Cotonou.
- Conduct an assessment for each MSME and provide personalized on-site coaching sessions throughout the certification process. A maximum of 15 personalised half-day coaching sessions spread over 4 months is planned for each MSME (including audit preparation, mock audit organisation, and follow-up on the resolution of non-conformities-related gaps).
- Support each MSME throughout the certification audit process until certificates are issued by authorized bodies.
 - One mock audit must be performed with each MSME before the formal process.
- Prepare a final report on the support provided and develop two resources (a final report and a short video on the two support initiatives) to document the support given in obtaining ECOWAS/UEMOA approvals and international private certifications.

Milestones for work package 1	Delivery period
150 MSMEs have been selected from various sectors and value chains to receive support in implementing quality approach	01 month after start of contract
A summary report on the MSME assessment, accompanied by a capacity-building plan for MSMEs, has been approved	02 months after start of contract
A support programme for MSMEs on quality approach, comprising six curricula and 12 training and coaching resources, has been developed and validated	03 months after start of contract
150 MSMEs are trained, coached and assessed on product quality in line with the approved framework	07 months after start of contract

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Two knowledge-sharing documents on the product quality programme (a report and a short video) are produced	08 months after start of contract
15 MSMEs are selected, trained and coached to obtain the certifications required to trade within Africa and internationally	19 months after start of contract
15 mock audits are carried out for the 15 MSMEs	19 months after start of contract
15 MSMEs have each obtained an ECOWAS/UEMOA accreditation or a certificate based on one of the international private standards	24 months after start of contract
Two knowledge-sharing resources have been produced on support for obtaining ECOWAS/UEMOA accreditations and international private certifications (a final report and a short video on the two support initiatives)	24 months after start of contract
A monitoring system has been set up and is updated at the start, midway and end of the process	Throughout the contract implementation

Work package 2: Strengthening the quality infrastructure and supporting 50 MSMEs in achieving compliance (linked to Outputs 1.1 and 2.1)

It should be noted that this activity will be carried out with 50 of the 150 previously selected enterprises in work package 1 on product quality, with a focus on those operating primarily in the agri-food sector but also in other sectors that already have a standard at national, regional or international level. This component aims to support 35 formalised agri-food MSMEs in obtaining Marketing Authorisation (MA) and 15 MSMEs in obtaining NB (*Beninese standards*) certification. The aim will be to safeguard the entire regulatory process, from upgrading the facility and compiling the necessary documentation (pre-approval health clearance and marketing authorization) through to the inspections, sampling and analyses required by ABSSA). The contractor will cover half of the costs of obtaining marketing authorisation (excluding sanitary approval, which is covered by the company) and all costs associated with the ANM certification process (Beninese Standards), using the resources allocated to it by the project (see chapter 5.8 ToR). The beneficiary MSME shall cover the costs associated with internal compliance (equipment, fittings, inputs, etc.) and half of the costs associated with the certification process.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

The ABSSA and the ANM will be closely involved in the implementation of activities falling within their respective mandates (the marketing authorisation process, in particular).

All activities will be carried out in close collaboration with GIZ, ABSSA, ANM, the Benin Chamber of Commerce and Industry (CCIB) and other relevant stakeholders, with a view to pooling resources to achieve greater impact and sustainability.

Key Activities

Working in close cooperation and coordination with the GIZ team, the contractor will carry out the following activities:

Support to 50 MSMEs to obtain either the Marketing Authorisation (MA) or product certification in accordance with the Beninese Standard (NB).

- Select 50 enterprises, among the 150 MSMEs trained on the product quality programme, to be supported on the basis of criteria validated with GIZ, and then produce a selection report for validation by the GIZ team.
- Produce a guide (A concise document of 10 pages plus a one-page summary sheet – including structured comparison covering purpose, benefits/limitations, prerequisites, process steps, required documentation, indicative timelines, indicative costs, common risks/bottlenecks, and post-approval obligations.) on the differences between “Marketing Authorisation (MA)” and “ANM Product Certification (NB)”, to enable the 50 companies to make an informed decision (regarding benefits, constraints, costs and prerequisites) on the most appropriate route for themselves.
- Organise two information workshops (one day each) for the 50 selected MSMEs: one workshop in the South (25 MSMEs) and one workshop in the North (25 MSMEs), to present the two pathways (MA and NB) and prepare for the final selection of companies to support.
- Draw up a tripartite cooperation agreement (Contractor–MSME–GIZ) for each selected company.
 - Each company will commit to complete the process, to prepare and provide all the necessary administrative documents itself, and to cover the cost of health approval (a prerequisite for marketing authorisation).
- Develop four-days training programs on the topics of: HACCP principles (practical level), cleaning in production environments and/or ISO 22716 (where relevant), with a focus on understanding the documentary, technical and health requirements expected in the marketing authorisation (MA) and Beninese Standard (NB) processes.
- Organise four cohort-based training sessions (maximum four days each) covering a total of 100 participants (50 MSME managers + 50 quality managers)
 - 4 cohorts of 25 participants maximum, grouped by certification type with each cohort comprising participants pursuing the same certification): 2 in the South and 2 in the North of the country,
- Visit each selected MSME and establish a short-term action plan for each MSME: documents to be produced, compliance actions, analysis plan etc.

Tender number: 10021316

- Implement up to 10 coaching sessions per MSME (half a day each) spread over 4 months and support each MSME throughout the entire process (ABSSA or ANM), including: preparation for the audit/inspection, organisation of a mock audit, monitoring the resolution of non-conformities; upgrading of units and production of the required quality evidence/documentation.
 - Establish and maintain a register of non-compliances and monitor the closure of corrective actions for each enterprise, supported by evidence.
 - Ensure follow-up of laboratory analyses, including planning, logistics, receipt and availability of results, and their incorporation into the relevant files.

Capitalization and knowledge management

- Capitalise on the experience gained and produce a capitalization note (a document of 12 pages maximum excluding annexes, plus a 1-page summary) highlighting recurring bottlenecks, lessons learned, most frequent gaps and their impact, success factors and recommendations for improving the AMM and NB procedures (contribution to Indicator 2.1), in coordination with ABSSA/ANM/GIZ.
- Organise a one-day workshop for a maximum of 25 participants (GIZ teams, contractor, ANM, ABSSA, CCIB, company representatives, ADPME) to review the support provided and validate the summary report.
- Ensure the monitoring, capitalization and reporting of results (progress by laboratory, bottlenecks, recommendations), and formulate practical recommendations to sustainably strengthen the supply of testing services (contribution to Indicator 2.1).

Milestones for work package 2	Delivery period
50 MSMEs are identified and assessed through a transparent process based on validated criteria	09 months after start of contract
Comparative guide “Marketing Authorisation (MA) vs ANM Product Certification (Beninese Standard – NB)”	10 months after start of contract
35 MSMEs (AMM) and 15 MSMEs (NB) are selected based on a diagnostic assessment. The final list is validated by GIZ	11 months after start of contract
50 Tripartite cooperation agreements (Contractor–MSME–GIZ) are signed with all selected MSMEs.	11 months after start of contract
The selected MSMEs have received tailored technical support to achieve compliance, including an action plan and an operational non-conformity register.	15 months after start of contract

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

The supported MSMEs have obtained the AMMs and/or NB certificates or, failing that, a formal decision accompanied by a documented corrective action plan.	16 months after start of contract
A capitalisation note (recurring bottlenecks and recommendations for improving the AMM/NB pathways) has been produced and shared with ABSSA/ANM/GIZ	17 months after start of contract

Work package 3: Strengthening of central MSME support institutions for the institutionalisation of the SME Loop (linked to Output 2.1)

This work package aims to strengthen, on a sustainable basis, the capacities of the central institutions supporting MSMEs, in particular the Agency for the Development of SMEs (ADPME) and the Benin Chamber of Commerce and Industry (CCI Bénin, through the Institute for Strengthening Entrepreneurial Support - IRAE), for the implementation, quality management and certification of entrepreneurial support approaches based on the SME Loop (including its GTA Loop and SE Loop variants).

The SME Loop is a structured entrepreneurial support methodology developed and promoted by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as a global standard product. It provides a modular framework to support MSMEs through iterative cycles of diagnosis, capacity development, implementation, and performance improvement, supported by standardized tools and resources available on the official SME Loop platform (<https://sme-loop.com/>).

All activities and deliverables under this work package will be strictly aligned with international SME Loop standards, particularly with regard to implementation, monitoring and evaluation (M&E), and quality management, in order to ensure methodological consistency, international comparability, and the credibility of the future national framework.

In the current context, although SME Loop approaches are operational and widely rolled out, their institutionalization remains limited by the absence of harmonized national standards, formalized quality management mechanisms, and structured certification arrangements for SMEs and practitioners.

This work package will contribute to improving the business environment (Indicator 2.1) through:

- i) the establishment of a national quality framework for SME Loop support;
- ii) strengthening institutional capacities in implementation, M&E, and quality assurance;
- iii) the operationalization of a national certification system for SMEs having completed the SME Loop ("SME Loop graduates") and for SME Loop practitioners.

The contractor will work in close collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), ADPME, CCI Benin (IRAE), DPPME, and other ecosystem actors, following a co-creation, national ownership, and sustainability approach.

Since the SME Loop is an established GIZ standard product, the contractor must furthermore ensure alignment of all deliverables to international SME Loop standards, in particular regarding M&E and quality standards, and foster knowledge transfer at the international level. Therefore, the contractor will collaborate with the SME Loop Manager at GIZ headquarters, the SME Loop Association, and the responsible PSD working group of the NEDA expert network of GIZ.

Key Activities

In close cooperation and coordination with the GIZ team, the contractor shall carry out the following activities:

Development of national SME Loop quality standard documents

Develop five (05) reference documents forming the national quality management framework for SME Loop entrepreneurial support, in collaboration with ADPME, the GIZ teams (Output 1 and 2), and relevant ecosystem actors (DPPME, CCI Benin, SAE, master coaches, and the Benin Business Coaches Network).

- The documents will be produced in editable format (MS Word) and finalized in PDF.
 - They will comply with the corporate design guidelines of the Ministry of SMEs of the Republic of Benin, as well as those of ADPME, CCI Benin, and GIZ (layout, formatting, visual identity), ensuring consistency and co-branding requirements across all documents.
 - Deliverables will include digital versions, with print-ready files provided if required.
 - The working and final language will be French.
 - Each document will have an indicative maximum length of 20 - 30 pages, depending on its purpose and level of detail.
1. Develop a **National SME Loop Implementation Guide**
 - Suggested minimum structure: introduction and objectives of the guide; core principles of the SME Loop; stages of the support process; roles of the different actors (coach, institution, SAE, SME); standard tools to be used; performance indicators; monitoring and reporting arrangements.
 - Technical requirements: alignment with international SME Loop standards; adaptation to the Beninese context (SMEs, SAE, institutions); a results-oriented and measurable approach.
 - Operationalisation arrangements: integration into ADPME and CCI Bénin programmes; mandatory training of practitioners; use as the single national SME Loop reference framework.
 2. Develop **National Minimum Quality Standards** for the SME Loop

- Suggested minimum structure: quality reference framework; quality criteria for each stage of the support process; requirements for practitioners; requirements for institutions; quality control mechanisms; compliance indicators.
- Technical requirements: consistency with international standards; measurability (verifiable criteria); ease of application.
- Operationalisation arrangements: integration into audits and evaluations; use by the certification committee and by ADPME; basis for performance assessment.
- 3. Develop a **National Certification Framework** for SMEs Loop graduates and SME Loop Practitioners
 - Suggested minimum structure: typology of certifications (SME, Trainer, Coach, Senior Coach, National Master Coach); eligibility criteria; certification pathways; assessment grids; decision-making process; period of validity and renewal.
 - Technical requirements: transparency and objectivity; alignment with SME Loop standards; traceability of decisions.
 - Operationalisation arrangements: implementation by the National Certification Committee; use of standardised tools (assessment grids, scoring); gradual digitalisation of the process.
- 4. Develop an **Operational Quality Management Strategy** (SME Loop, GTA Loop, SE Loop)
 - Suggested minimum structure: quality vision and objectives; institutional framework; quality control processes; monitoring and evaluation system; continuous improvement mechanisms; roll-out plan.
 - Technical requirements: systemic approach; integration of M&E and quality; clarity of institutional roles.
 - Operationalisation arrangements: led by ADPME; coordinated with CCI Bénin and GIZ; progressively rolled out in phases.
- 5. Develop a **Concept for the National SME Loop Certification Committee**
 - Suggested minimum structure: mission and objectives; roles and responsibilities; composition (institutions, experts); governance and functioning; decision-making process; funding arrangements.
 - Technical requirements: independence and credibility; representation of key stakeholders; clarity of procedures.
 - Operationalisation arrangements: institutional anchoring within ADPME; operation under internal rules of procedure; periodic meetings and reporting.
- Submit the draft versions of the five documents to the key stakeholders (ADPME, CCI Benin, DPPME, GIZ) for review, organise technical exchange sessions where necessary, incorporate the comments received, and produce consolidated versions prior to the validation workshops.

Organisation of two validation workshops for the national SME Loop quality standard documents

- Organize one validation workshop for the Concept for the National Certification Committee and National Certification Framework
 - a. The workshop will be held in Cotonou and last one day.

Tender number: 10021316

- b. A maximum of 20 participants is expected (ADPME, CCI Bénin, DPPME, GIZ, experts)
- Organize one validation workshop for the Operational Quality Management Strategy, the National Minimum Quality Standards and the National Implementation Guide
 - The workshop will be held in Cotonou and last two days.
 - A maximum of 20 participants is expected (ADPME, CCI Bénin, DPPME, GIZ, experts)
- After each validation workshop, incorporate the comments and validate the finalised documents with GIZ.

Capacity building for the teams of ADPME, CCI Bénin (IRAE), and the National SME Loop Certification Committee

This activity aims to equip the national MSME support institutions (ADPME and CCI Bénin/IRAE), as well as the National SME Loop Certification Committee, with the technical skills required to ensure the compliant implementation, monitoring and evaluation, and quality management of the SME Loop approaches, in line with national and international standards. It will help ensure effective ownership of the tools, methodologies and reference frameworks developed, as well as the operationalisation of the certification system and the quality management mechanism.

- Develop and conduct a training on SME Loop monitoring and evaluation
 - The training module will be aligned with the international SME Loop monitoring and evaluation framework and the national documents produced (quality standards, quality management strategy, implementation guide), including: SME performance monitoring tools, result indicators, data collection and management arrangements, and integration of quality control into the SME Loop cycle.
 - The training will be delivered in Bohicon over 4 days of face-to-face sessions.
 - Up to 20 participants are expected, made up of technical staff from IRAE (CCI Bénin) and the Directorate of Planning and Project Monitoring of ADPME.
- Develop and conduct a training for the National SME Loop Certification Committee
 - The training will be structured in two components: basic SME Loop training programmes (the full management of an SME Loop project cycle, the key stages and the support tools and methods) and roles & functions of the national certification committee (certification framework, certification process for SMEs and practitioners, use of templates and tools, roles, responsibilities and governance of the committee)
 - The training will be delivered in Cotonou for a total of 5 days
 - Up to 10 participants are expected, made up of members of the National Certification Committee.

Support for the launch of the certification system for SMEs Loop graduates and SME Loop practitioners in Benin

This activity aims to operationalise the national certification system for SMEs Loop graduates and SME Loop practitioners, under the leadership of ADPME, by equipping the National

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Certification Committee with the tools, procedures and capacities required to carry out the first certification processes effectively.

This activity shall take place after validation of the Concept for the National Certification Committee and the National Certification Framework, as well as after the training of committee members, to ensure coherent implementation of the SME Loop certification system.

- Design and obtain validation by the National Certification Committee for certificate templates for SMEs, Trainers, Business Coaches, Senior Coaches, and National Master Coaches.
 - These certificates shall be aligned with international SME Loop standards, particularly with regard to signatories and validity periods.
- Develop the operational tools for collecting and managing certification data, including:
 - standardised data collection forms on KoboToolbox,
 - assessment sheets,
 - and result consolidation tools (Excel databases).
- Compile and structure the databases of all MSMEs that have completed SME Loop support programmes
 - The information on the MSMEs will be provided by ADPME and CCI Bénin.
 - The database should include the level of performance achieved and certification eligibility status.
- Make these databases available to the National Certification Committee for use in launching the first certification sessions.

Milestones for work package 3	Delivery period
A validated Concept for the National SME Loop Certification Committee is available.	4 months after start of contract
A basic SME Loop training session and certification process training have been delivered for the National SME Loop Certification Committee over a total of 5 days of face-to-face training.	6 months after start of contract
The teams of IRAE and ADPME have been trained in SME Loop monitoring and evaluation over a total of 4 days of face-to-face training.	6 months after start of contract

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

The Operational Quality Management Strategy document for SME Loop, GTA Loop and SE Loop has been validated.	10 months after start of contract
The National SME Loop Implementation Guide has been validated.	10 months after start of contract
The National Quality Standards document for the SME Loop and a validated National Certification Framework are available have been validated.	10 months after start of contract
The SME Loop certificate templates (for SMEs, Trainers, Business Coaches, Senior Coaches and National Master Coaches), compliant with international standards (signatories and validity period), are designed and validated by the National Certification Committee.	11 months after start of contract
The operational tools for collecting and managing certification data (Kobo forms, assessment sheets and Excel databases) are designed, tested and validated	11 months after start of contract
The databases of SMEs that have completed SME Loop support programmes are compiled, cleaned and structured, including information on performance and certification eligibility.	11 months after start of contract

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Tender number: 10021316

Requirements on expenditure management and cost control:

The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. 50% of the tasks in this lot are linked to Output 1 and the other 50% to Output 2 of the GIZ project.

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved and justifications in case there is a delay by more than three months
 - Results that have occurred in the contractor's sphere of responsibility
 - Results that have occurred outside the contractor's direct sphere of responsibility

Where relevant, the contractor will build on and integrate the existing monitoring systems established by the ProPME 2 project and its key institutional partners, particularly, the ADPME, and the CCI Benin.

The ProPME 2 project already operates a results-based monitoring system aligned with its module objective, outputs, indicators, and milestones as defined in section 2.2 of the Terms of Reference.

The contractor will ensure full alignment with this existing system by complying with the following monitoring requirements:

- **Indicator tracking:**
Systematic collection and reporting of data related to all relevant indicators (module indicators and output indicators 1.1 and 2.1), including disaggregation by gender, age, and geographic location.
- **Milestone monitoring:**
Continuous tracking of progress against the milestones defined for each work package, with justification of any delays exceeding three months.
- **Data collection processes:**
Use of standardized tools and methodologies (questionnaires, assessment grids, coaching reports, certification tracking tools) compatible with the project's monitoring framework. Data will be collected at three key stages: baseline, midline, and endline.
- **Integration of partner systems:**
Where partner institutions (ADPME, CCI Benin) have existing monitoring tools (such as SME databases, training follow-up systems, or certification tracking mechanisms),

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

these will be used and strengthened to ensure consistency, avoid duplication, and promote institutional ownership.

- **Data quality assurance:**
The contractor will implement quality control mechanisms, including data verification, periodic reviews, and triangulation of sources to ensure reliability and accuracy.
- **Reporting requirements:**
Monitoring data will feed into the project's reporting obligations, including inception, interim, and final reports, as well as contributions to GIZ reporting to commissioning parties.
- **Learning and adaptive management:**
Monitoring results will be regularly analysed to inform decision-making, adjust implementation strategies, and strengthen the overall effectiveness and impact of the intervention.

Through this approach, the contractor ensures that all monitoring activities are fully embedded within the existing project and partner systems, while also reinforcing their capacities and sustainability.

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: French.

- Inception report 2 months after the start of the contract with a maximum of 10 pages.
- Interim report(s) on 31/07/2027; 31/01/2028; 31/07/2028
- Final report not later than contract end.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Additionally, the contractor is required to produce:

- Contributions to the report to GIZ's commissioning party 30/04/27 and 30/04/28, maximum 20 pages

Requirements for company-wide learning, knowledge and innovation:

- **Contributions to conferences:** the contractor might be called to share the experiences gathered during the implementation of the present contract during conferences organized by GIZ (as needed) for example on SME Loop.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.

Tender number: 10021316

- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.
- Feedback loop with GIZ's FMB department regarding the newly developed material for the SME Loop.
- (Virtual) debriefing with the commissioning unit and the responsible Competence Centre KC4B40 of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The data protection and information security provisions set out in the most recent GIZ AVB (sections 1.7. Confidentiality and 1.11 Data Protection) apply.

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. Except for the requested videos in work package 1, 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.

For the requested videos in work package 1 and the monitoring & evaluation related to work package 3, personal data will be processed on behalf of the client. Only for these videos, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to

Tender number: 10021316

conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.

In all other cases, 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. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the 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.

2.5 Other requirements

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:
Ensure the representation of women in all trainings and workshops (women should make up at least 40% of participants and trainers);
Pay particular attention to women-owned businesses, especially in the selection of companies and start-ups to be strengthened;
When qualifications are equal, favour female profiles in the selection of trainers and experts;
During outreach and dialogue initiatives, collaborate with women's professional networks;
Address challenges that are specific to women-owned businesses when conducting the project activities.
- Environmental protection and climate action (climate change mitigation/adaptation):
Adopt environmentally conscious behaviour in the implementation of the contract (avoid unnecessary travel, take environmental protection into account in the organization of training sessions and workshops, promote the use of recycled materials, limit the use of single-use material, etc.);
When working with MSMEs, favour (if possible) companies that follow environmental and social management policies;

When relevant, incorporate climate adaptation topics into training and coaching programs.

- Conflict and context sensitivity:

Ensure a strong participation of companies from the northern departments, where the strengthening of economic resilience is of particularly high importance, in regard to the security context;

Ensure clear and transparent beneficiary selection processes and validate all selection criteria;

Collaborate with local stakeholders that are aware and able to navigate regional dynamics.

- Human rights:

Apply a human rights-based approach and promote the inclusion of disadvantaged groups.

- Security precautions:

The security situation in Benin remains generally stable in the southern urban centers, particularly in Cotonou (Littoral Department), which is classified as low risk (green). However, the northern departments, particularly Atacora (high risk level – red) and Donga (moderate risk level – yellow), face heightened security threats related to crime, cross-border tensions, and the activities of non-state armed groups in border areas.

The contractor remains fully responsible for the security of their personnel, assets, and operations. However, in partnering with GIZ, the contractor commits to:

- Complying with GIZ's minimum security standards (a security briefing will be organized online by GIZ)
- Incorporate GIZ's local security analyses into activity planning
- Collaborate closely with GIZ's SRMA

These provisions do not entail any additional costs but should be factored into the contractor's activity planning.

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer shall demonstrate its understanding of the objectives of the assignment by showing how its intervention will contribute to the expected changes in the partner system, in particular with regard to MSME competitiveness, product quality, market access, compliance with regulatory and certification requirements, and the institutionalisation of structured

Tender number: 10021316

support approaches for MSMEs (section 1.1.1 of the assessment grid). A mere repetition of the objectives set out in the ToRs is not sufficient.

The tenderer shall demonstrate its ability to critically assess the tasks set out in the ToRs (section 1.1.2 of the assessment grid) by considering the overall coherence of the proposed approach, the adequacy of the expert and pool set-up in relation to the expected results, and the main implementation risks, assumptions and enabling conditions for success.

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations.

The tenderer shall demonstrate a sound understanding of the key processes relevant to the assignment, in particular MSME support processes, product quality improvement processes, compliance and certification pathways, market access processes, and the institutionalisation of the SME Loop within the partner system (section 1.2.1 of the assessment grid).

The tenderer shall identify the relevant actors for the implementation of the assignment, in particular MSMEs, central support institutions, quality infrastructure actors, certification-related bodies and other stakeholders relevant to the three work packages (section 1.2.2 of the assessment grid).

Section 1.2.3 of the assessment grid: - Not applicable -

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer shall present a coherent and realistic strategic approach for achieving the objectives of the assignment across the three work packages (see section 2). The approach shall show how the tenderer will combine technical support to MSMEs, support to quality-

Tender number: 10021316

related compliance and market access processes, and the strengthening of institutional capacities for the institutionalisation of the SME Loop, in a manner that is results-oriented, feasible and adapted to the partner context. The tenderer will explain how the chosen approach may complement the one described in the work packages.

3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

- Not applicable -

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The tenderer shall explain how the proposed approach will generate sustainable effects beyond the immediate implementation period, in particular through the strengthening of partner capacities, the use of replicable tools and methods, and the institutional anchoring of the approaches developed under the assignment, especially with regard to the SME Loop framework and quality-related support systems.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

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 (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

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 (see also relevant requirements in section 2.5).

Conflict and context sensitivity

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 (see also relevant requirements in section 2.5).

Human rights

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 (see also relevant requirements in section 2.5).

Tender number: 10021316

Requirement: 'Gender equality':	4 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	1 point out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	3 points out of 10 (maximum)
Requirement: 'Human rights':	2 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

The tenderer shall explain how coordination with the GIZ project team will be ensured throughout implementation, including technical alignment, planning, validation of key outputs, reporting and the handling of operational adjustments where necessary.

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

In the tender, the tenderer shall explain how the implementation of activities will be coordinated with the relevant partner institutions and stakeholders in order to ensure ownership, effective implementation and coherence across the assignment.

Tender number: 10021316

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

The tenderer shall describe how progress in the implementation of activities, the achievement of expected results, and the main implementation risks will be regularly monitored and documented throughout the assignment. The tenderer shall also explain how monitoring requirements stemming from the project framework will be met, including how relevant data will be collected, verified, updated and reported, and at what intervals monitoring information will be made available.

The tenderer will ensure that all requirements from the monitoring systems of the ProPME 2 project and its partners as mentioned in section 2 are fully respected throughout the implementation of the assignment. Ensure quality, consistency, and alignment with project standards.

3.5 Further requirements

(section 1.5 of the assessment grid)

The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of existing resources (for example network partners, official documentation, coaches etc.) in the context of the institutionalisation of the SME Loop in work package 3.

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender, age etc.

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

For general professional experience, one year of professional experience is defined as a cumulative 12 expert months, with at least 18 expert days per month, unless otherwise specified for an individual criterion.

For specific professional experience assessed through references, a reference project is recognised if it has a cumulative duration of at least 2 full-time months, with at least 18 working days per month, and if the expert held a clearly defined role directly related to the field concerned.

Expert 1: Team Leader with regional experience (section 2.1 of the assessment grid)

This position is a key expert.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Tasks of expert 1: Team Leader

- Provide overall strategic and technical leadership across the four work packages, ensuring methodological coherence, technical quality of deliverables, and the integration of legal, regulatory and normative aspects.
- Coordinate all experts mobilised under the contract and manage the personnel provided by the contractor, including the operational planning and implementation of the four work packages.
- Ensure close cooperation and coordination with the GIZ team on all technical, contractual and financial matters, including monitoring the use of funds and financial planning in consultation with the GIZ teams in Benin and at headquarters.
- Ensure the integration of cross-cutting issues, including gender equality, environment, climate, security and digitalisation, throughout the implementation of the assignments.
- Support the design of capacity development measures for partner institutions and advise on the professionalisation of the public-private cooperation formats supported by the project.
- Contribute to the project's strategic and operational planning, develop concepts for advisory, training and coaching services for MSMEs and other meso-level stakeholders, and support the updating of the project strategy during evaluations and in preparation for a follow-on phase.
- Coordinate the preparation of activity and progress reports within agreed deadlines and oversee the capitalisation of activities carried out under the four work packages.

Qualifications of expert 1: Team Leader

Education/training (section 2.1.1 of the assessment grid):	University degree (master's degree) in economics, social sciences, agricultural economics, rural economics, or project/organisational management.
Language (section 2.1.2 of the assessment grid):	Knowledge of French C2-level in the Common European Framework of Reference for Languages (6 out of 10 points) English, C1 Level in the Common European Framework of Reference for Languages (4 out of 10 points)
General professional experience (section 2.1.3 of the assessment grid):	8 years of professional experience in Private Sector Development, market access, quality infrastructure or the strengthening of MSMEs institutions
Specific professional experience (section 2.1.4 of the assessment grid):	2 reference projects in strengthening the capacities, systems or service delivery of MSME support institutions (5 out of 10 points) 2 reference projects in coordinating market access processes for SMEs and/or international private certification processes (5 out of 10 points)

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Leadership/management experience (section 2.1.5 of the assessment grid):	8 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 10 people.
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	7 years of professional experience outside of Benin
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	2 years of professional experience in Benin
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	5 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	N/A

Expert 2: Expert in MSME Quality Management and Market Access with national experience (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2

- Support the Team Leader in the preparation, coordination, design and implementation of activities across the work packages assigned to the position.
- Organise and facilitate the technical workshops for the validation of deliverables.
- Support the preparation of advisory, training and coaching concepts, including the development and validation of training programmes and materials.
- Design capacity development measures for partner institutions and maintain regular coordination with key stakeholders across the four work packages.
- Coordinate the selection, training and coaching of MSMEs benefiting from the support measures under the relevant work packages.
- Coordinate and implement the support process for MSMEs in obtaining marketing authorisations, product certifications and international private certifications.
- Monitor the work of the short-term expert pool and prepare activity and progress reports on the basis of the experts' contributions.
- Serve as acting Team Leader when required.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	University degree (master's degree) in agri-food sciences, food science or quality management.
Language (section 2.2.2 of the assessment grid):	Knowledge of French C2-level in the Common European Framework of Reference for Languages (6 out of 10 points). Knowledge of English, B1-level in the Common European Framework of Reference for Languages (4 out of 10 points).
General professional experience (section 2.2.3 of the assessment grid):	8 years of professional experience in the agri-food sector development, MSME support, quality management or market access for SMEs.
Specific professional experience (section 2.2.4 of the assessment grid):	2 reference projects in supporting MSMEs in quality management and/or international private certification processes (6 out of 10 points); 2 reference projects in supporting MSMEs in quality improvement and market access processes in agri-food value chains (4 out of 10 points).
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 5 people.
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	N/A
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	8 years of professional experience in Benin
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	N/A

Tender number: 10021316

Expert 3: SME Loop Master Coach with regional experience (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of expert 3

- Lead the technical design, implementation and quality assurance of all activities under Work package 3, in support of ADPME and CCI Bénin (IRAE), with a view to institutionalising, quality-assuring and nationally certifying the SME Loop approaches.
- Develop the national SME Loop reference documents, including the National SME Loop Implementation Guide, the National SME Loop Quality Standards, the National Certification Framework for SMEs and practitioners, the Operational Quality Management Strategy, and the Concept for the National Certification Committee.
- Submit draft documents for iterative technical review with the relevant stakeholders, integrate comments received, and facilitate the technical validation workshops.
- Design and deliver the training activities for ADPME, CCI Bénin and the National Certification Committee, including SME Loop monitoring and evaluation training and the basic SME Loop and certification training programme.
- Develop and operationalise the SME Loop certification tools and processes, including certification templates, data collection and management tools, and structured databases for eligible SMEs and practitioners.
- Train the National Certification Committee in the use of certification tools and procedures and support ADPME in the operational launch of the certification system.
- Ensure the alignment of all approaches, tools and deliverables with international SME Loop standards, the consistency of the different reference documents, and the technical quality and contextual relevance of all outputs.

Qualifications of expert 3.

Education/training (section 2.3.1 of the assessment grid):	University degree (master's degree) in economics, agricultural economics, project/organisational management or development studies.
Language (section 2.3.2 of the assessment grid):	Knowledge of French C2-level in the Common European Framework of Reference for Languages (7 out of 10 points). Knowledge of English, B1-level in the Common European Framework of Reference for Languages (3 out of 10 points).
General professional experience (section 2.3.3 of the assessment grid):	8 years of professional experience in entrepreneurial support, MSMEs support systems, or the implementation of structured support approaches.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Specific professional experience (section 2.3.4 of the assessment grid):	2 reference projects in the implementation of the SME Loop methodology (7 out of 10 points); 1 reference project in the development of quality standards, frameworks or tools for entrepreneurial support schemes (3 out of 10 points)
Leadership/management experience (section 2.3.5 of the assessment grid):	N/A
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	7 years of professional experience outside Benin.
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	N/A
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	2 years of experience in development cooperation projects
Other (section 2.3.9 of the assessment grid):	SME Loop International Master Coach certification.

Expert 4: Pool 1 “Quality Management and Certification Experts” with 2 experts with national experience (section 2.4 of the assessment grid)

In derogation from the number of experts mentioned above, **1 CV** must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of this exemplary CV.

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. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool 1

- Strengthen the capacities of quality coaches in the fields of quality management and product certification through training, refresher support and post-training follow-up.
- Support Expert 2 in monitoring results and impacts.
- Develop quality diagnostic tools, train coaches in their use, and follow up the implementation of quality diagnostics and quality action plans for the MSMEs assessed.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

- Develop training curricula on quality management for MSMEs and deliver six training sessions of four days each.
- Ensure the operational follow-up of coaches throughout the different stages of MSME support.
- Coordinate with coaches the follow-up of the various support processes for MSMEs, particularly with regard to quality management, marketing authorisations and private certification, including the selection of certifications and certification bodies, the request for quotations, and the implementation of mock audits and certification audits.
- Liaise with certification bodies and MSMEs until certificates are issued.
- Prepare activity monitoring reports and progress reports for submission to the Team Leader.
- Coordinate the selection of MSMEs for the different support schemes referred to above.
- Supervise the quality coaches deployed across the different support processes.
- Contribute to the various evaluation exercises.
- Prepare, organise and facilitate capitalisation workshops on the different support processes.

Qualifications of the expert pool 1

Education/training (section 2.4.1 of the assessment grid):	All experts with a university degree (master's degree) in quality management, agri-food sciences, agricultural economics, nutrition or industrial engineering.
Language (section 2.4.2 of the assessment grid):	All experts with knowledge of French C1-level in the Common European Framework of Reference for Languages (7 out of 10 points) and English B1 level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.4.3 of the assessment grid):	All experts each with 8 years of professional experience in quality management support for MSMEs.
Specific professional experience (section 2.4.4 of the assessment grid):	All experts each with • 2 reference projects in supporting MSMEs through processes for obtaining regulatory approvals and certifications, including marketing authorizations, NB certification and international private certifications (6 out of 10 points); • 2 reference projects in training and coaching MSMEs on quality management (4 out of 10 points).
Leadership/management experience (section 2.4.5 of the assessment grid):	N/A
International professional experience outside the country/region of assignment	N/A

Tender number: 10021316

(section 2.4.6 of the assessment grid):

Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	All experts each with 5 years of professional experience in Benin.
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Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	N/A
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Other (section 2.4.9 of the assessment grid):	N/A
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Expert 5: Pool 2 “Quality Coaches” with 8 experts with national experience

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 2

- Participate in the selection of 150 MSMEs and 50 MSMEs to be supported on quality management and market authorizations using tools developed by the contractor and validated by the GIZ team.
- Support the MSMEs that will be assigned to him, in carrying out quality diagnostics and preparing quality action plans, using tools developed by the short-term quality management experts.
- Support the logistical preparation of the different training sessions on quality management and contribute to their delivery by the short-term quality experts in line with the deployment schedule.
- Organise tailored coaching sessions on quality management for each of the MSMEs under their responsibility.
- Assess the level of implementation of the quality action plans of the MSMEs under their responsibility and do a classification of the MSMEs via a scoring in order to identify the those to support towards obtaining marketing authorisation, NB product certification, or marketing authorisation for food supplements and medical consumables.
- Provide field-based coaching to the selected MSMEs throughout the different stages of the authorisation and certification processes and liaise with the quality infrastructure institutions to support the successful completion of the application files.
- Provide hands-on coaching to the 50 MSMEs throughout the different stages of the process for obtaining marketing authorisation (AMM) and Beninese Standard (NB) certification.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

- Collect data to feed into the monitoring and evaluation system and contribute to the capitalisation of support activities relating to quality management and marketing authorisation.
- Prepare activity reports, including quality diagnostic and coaching reports.
- Contribute to the final evaluation.

Education/training:	All experts with a university degree (bachelor's degree) in quality management, biotechnology, agricultural economics, nutrition or project management.
Language:	All experts with French language skills at C1 level in the Common European Framework of Reference for Languages.
General professional experience:	All experts each with 5 years of professional experience in supporting MSMEs
Specific professional experience:	All experts each with 1 reference project in coaching MSMEs on quality management and/or on processes for obtaining marketing authorisations.
Leadership/management experience:	N/A
International professional experience outside the country/region of assignment:	N/A
Professional experience in the country/ region of assignment:	All experts each with 5 years of professional experience in Benin.
Experience in the field of development cooperation:	N/A
Other:	N/A

Expert 6: Pool 3 “Export Certification Coaches” with 3 experts with national experience

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

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

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 3

- Participate, alongside the quality experts, in the selection of the 15 MSMEs to be supported in obtaining international private certifications or ECOWAS or WAEMU approvals, using tools developed by the contractor and validated by the GIZ team.
- Support 5 MSMEs each, under their responsibility, in selecting the certification most relevant to their target market.
- Support the 5 MSMEs in selecting the certification body and in preparing the administrative file for obtaining certification.
- Support the logistical preparation of the training session on the content and requirements of certifications and/or ECOWAS and WAEMU approvals.
- Support the short-term quality experts in delivering the training session on international private certifications.
- Support each of the 5 MSMEs in developing a roadmap for the process of obtaining the selected certification.
- Organise tailored coaching sessions for each of the 5 MSMEs to support implementation of the roadmap and the resolution of any non-conformities that may arise.
- Prepare the 5 MSMEs for mock audits and third-party audits and participate, alongside the short-term experts and the inspectors of the certification bodies, in the conduct of these audits.
- Follow up the process through to the issuance of certificates or approvals to the MSMEs.
- Collect data to feed into the monitoring and evaluation system and contribute to the capitalisation of the support provided on private certification and ECOWAS and WAEMU approvals.
- Prepare activity reports (quality diagnostics, coaching, etc.).
- Contribute to the final evaluation.

Education/training:	All experts with a university degree (bachelor's degree) in quality management, biotechnology, agricultural economics, nutrition or project management.
Language:	All experts with French language skills at C1 level in the Common European Framework of Reference for Languages.
General professional experience:	All experts each with 5 years of professional experience in supporting MSMEs.
Specific professional experience:	All experts each with 1 reference project in coaching MSMEs on international private certification processes and/or ECOWAS or WAEMU approval processes; and 1 reference project in preparing MSMEs for mock audits

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

and/or third-party audits related to certification or approval processes.

Leadership/management experience:	N/A
International professional experience outside the country/region of assignment:	N/A
Professional experience in the country/ region of assignment:	All experts each with 3 years of professional in Benin.
Experience in the field of development cooperation:	N/A
Other:	All experts each with experience in supporting at least 3 MSMEs in obtaining international private certifications or ECOWAS or WAEMU approvals.

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

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
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

Tender number: 10021316

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights	Number of national flights
Expert 1: Team Leader	0	440	440	Yes	2 round-trips	N/A
Expert 2: Expert in MSME Quality management and Market Access	0	288	288	No	N/A	N/A
Expert 3: SME Loop Master Coach	38	70	108	No	2 round-trips	N/A
Expert 4: Expert Pool 1 "Quality Management and Certification Experts"	0	288	288	No	N/A	N/A

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Expert 5: Expert Pool 2 “Quality Coaches”	0	760	760	No	N/A	N/A
Expert 6: Expert Pool 3 “Export Certification Coaches”	0	162	162	No	N/A	N/A

5.2 National administrative staff

The following national administrative staff are needed:

1 Driver for 24 months

1 Office assistant for 24 months

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity/budget
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Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

Total number of international flights	4 round-trip flights between Benin and the countries of residence of experts 1 and 3 with regional experience
Total number of regional/national flights	0
CO ₂ offsets for flights	560 EUR An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transfer costs	4
Transport costs (car travel)	40.000 km
Per-diem allowances	190
Accommodation allowances (Expert 3)	70
Accommodation allowances (other experts)	120
Visa acquisition costs	N/A
Travel expenses for national administrative staff	150 travel days

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 (download at <https://www.bundesfinanzministerium.de>).

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transport costs

Notes on the settlement of accommodation allowances outside Germany:

1) Expert 3:

For the country Benin, tenderers may offer accommodation allowances up to EUR 168. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

- If the contractor offers accommodation allowances at up to 75% (EUR 126.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 126.01-168.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

2) Other experts:

For the country Benin, tenderers may offer accommodation allowances up to EUR 68.00. This is the maximum amount permissible under the local regulations of GIZ Benin.

- If the contractor offers accommodation allowances at up to 33% (EUR 22.44) of the maximum amounts permissible under the local regulations of GIZ Benin on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.

If the contractor offers accommodation allowances at between 33% and 100% (EUR 22.45-68.00) of the maximum amounts permissible under the local regulations of GIZ Benin on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

Please note: These travel expense items do not cover contract-related costs in the country of assignment (see section 3.6.2 of the General Terms and Conditions). Please cost these items in the price schedule under '2.2 Costs related to the contract in the country of assignment'.

5.4 Materials and equipment

Budget for materials and equipment: EUR 10.000

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence).

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
	1 office	Office furniture

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

		IT equipment
	1 vehicle	

5.5 Operating costs in the country of assignment

The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract in the country of assignment. The lump sum must include all the costs involved in the proper running of the offices and vehicles.

	Months
Office operating costs (internet connexion)	24
Vehicle operating costs (insurance, cleaning)	24

5.6 Workshops, education and training

The contractor runs the following workshops/study trips/training courses:

- All the trainings of trainers and trainings of MSMEs mentioned in work package 1
- The information workshop, training sessions of MSMEs and the capitalization workshop mentioned in work package 2
- The validation workshops and trainings for national partners mentioned in work package 3

Workshop budget: EUR 100.000

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Catering
- Workshop materials
- Travel expenses for national partners, participants and other relevant stakeholders (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin

Tender number: 10021316

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

A fixed, unalterable budget of 100.000 EUR is earmarked to cover the certification and agreement costs mentioned in work package 1 and 2, as well as the video production planned for the capitalization activities.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 50.000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in French.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs can also be submitted in English.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked

Tender number: 10021316

- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

8. Annexes

- Annex 1 - Module proposal (german version)
- Annex 2 - Results matrix (german version)

Subject of the tender procedure: Lot 1: Strengthening MSME Competitiveness, Market Access and Business Environment Reform in Benin



Tender number: 10021316

- Annex 3 – Impact logic (german version)
- Annex 4 - Benin ELMA (Employment and Labour Market Analysis)