

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

CONFIDENTIAL

Technical Advisory on Alternative, inclusive and Sustainable Employment Approaches

**Project number/
cost centre:**
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

Since 2019, Lebanon has been facing a severe financial, economic, political, and monetary crisis – as well as a security crisis in 2024, 2025 and in particular an ongoing one since March 2026 – resulting in high unemployment rates, especially among youth, women and people with disabilities. At the same time, micro, small and medium-sized enterprises (MSMEs), which form the backbone of the Lebanese economy, face existential threats due to damages to their premises, financial shortages, and operational bottlenecks, all of which threaten jobs for their employees. On the other hand, despite high unemployment rates, companies struggle to fill vacancies. This is often due to a lack of qualified workers or problems in effectively articulating hiring requirements and attracting suitable candidates.

Objective of the Employment Promotion Lebanon (EPL) project¹

Young adults², women, and people with disabilities (PwD)³ are better positioned in the Lebanese labour market through support from employment promotion actors⁴.

Approach

To create better conditions in the Lebanese labour market, the EPL project:

- Works to improve cooperation between Lebanese employment promotion actors, enabling more effective coordination of integrated, demand-oriented, and gender-responsive services;
- Improves coherence between labour supply⁵ and demand⁶ through targeted qualification measures, enhancing technical and transversal skills to boost the employability of youth, women and people with disabilities;

¹ **Official Project Brief Description:** <https://www.giz.de/en/projects/employment-promotion-lebanon-0>

² **Young adults:** Persons aged 15 to 35 years, in line with the age range applied by the German Federal Ministry for Economic Cooperation and Development (BMZ). In the context of employment promotion, the term refers to individuals in the transition from education or training into the labour market, as well as those in the early stages of establishing, maintaining, or improving their participation in employment or self-employment.

³ **PwDs:** Persons with disabilities include persons with long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. This definition reflects the human-rights and social model of disability established by the UN Convention on the Rights of Persons with Disabilities (CRPD).

⁴ **Employment promotion actors:** The BMZ defines employment promotion actors as a diverse group that includes private sector companies, higher education institutions, vocational training centers, civil society organizations, and public institutions. These actors are pivotal in fostering job creation, enhancing vocational training systems, and increasing MSMEs competitiveness to support sustainable economic growth.

⁵ **Labour supply:** Labour supply refers to the people who supply, or are available to supply, their labour for the production of goods and services. For statistical purposes, it is principally represented by the labour force, comprising persons of working age who are employed and those who are unemployed and actively participating in the labour market.

⁶ **Labour demand:** Labour demand refers to the quantity and types of labour required by employers to undertake economic activities. It comprises both met demand, represented by occupied jobs, and unmet demand, typically represented by job vacancies, and can be analysed by occupation, skills, sector, location and other characteristics.

Supports MSMEs in attracting and retaining staff to enhance the competitiveness⁷ of MSMEs and improve their ability to maintain or create jobs amidst Lebanon's crises.

The employment challenges in Lebanon are not just operational; they are deeply rooted at the systemic level. Current labour market interventions are often fragmented, limited in impact, and rely on outdated methods that do not meet rapidly changing market needs. To address this lack of standardization, the EPL II project is introducing a system-level intervention to develop innovative, alternative and sustainable employment approaches. This section outlines the strategic roadmap that in future shall guide the EPL II project, system level actors and partners.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- **Provide Advisory on Freelancing and Alternative Employment Approaches**
 - Conduct a comprehensive assessment of the employment approaches currently adopted by the EPL project and its implementing partners, focusing on coverage, effectiveness, and alignment with labour market realities.
 - Conduct a targeted desk review of freelancing opportunities within the specific industrial and occupational sectors relevant to project beneficiaries, identifying emerging opportunities of alternative approaches such as gig economy and cloud work opportunities.
 - Develop a framework for integrating freelancing and alternative employment approaches (e.g. gig work and cloud-based employment) into EPL programming, grounded in assessment and desk review findings. The framework should incorporate the concepts of formalization of employment and freelancing works in addition to decent employment approaches.
 - Facilitate a one day workshop with the EPL project and implementing partners to present, discuss, and gather feedback on the draft framework.
 - Refine and finalize the framework incorporating workshop feedback and additional technical inputs.
 - Develop 5 operational tools, SOPs, and guidelines to support the practical integration of freelancing and alternative employment approaches across EPL implementing partners.
- **Provide advisory on sustainable employment approaches**
 - Plan and facilitate a one day assessment workshop with the EPL II project, other GIZ projects and implementing partners focused on the current state of sustainable employment practices, challenges, and opportunities across the project.
 - Analyze workshop findings and prepare a concise status assessment report documenting the current state of sustainable employment approaches across EPL implementing partners.
 - Develop a sustainable employment framework specifically addressing the needs of vulnerable groups and beneficiaries of social protection systems, incorporating

⁷ **Competitiveness:** Competitiveness is the ability of a firm to design, produce and commercialise a good or service that meets market demand, while connecting with the business environment and earning returns in a sustainable way.

international and regional evidence and the Lebanese context. The framework should serve as a strategic blueprint that establishes the structural principles, methodologies, and pathways required to transition individuals from dependency or short-term assistance into durable, economically viable, and decent employment.

- Facilitate a workshop with EPL II and implementing partners to present, discuss, and refine the draft sustainable employment framework.
- Finalize the sustainable employment framework based on workshop feedback and technical review.
- Oriented by the employment framework, develop 5 operational tools, SOPs, and guidelines for the integration of sustainable employment approaches across EPL II implementing partners.
- **OPD selection and organisational needs assessment**
 - Develop and implement transparent selection criteria and procedures for seven OPDs, in close coordination with EPL II.
 - Review existing OPD strategies, employment-promotion services, funding arrangements and organisational practices.
 - Conduct individual organisational assessments of the seven OPDs, covering disability-inclusive employment approaches, institutional capacities, resource mobilisation and sustainability. Each OPD shall receive 1.5 days of assessment.
 - Prepare seven individual needs and gap-assessment reports documenting institutional constraints and priority support requirements.
 - Prepare a consolidated cross-organisational assessment report of maximum four pages, identifying common challenges in disability-inclusive employment and organisational sustainability.
- **Capacity development on disability-inclusive employment**
 - Design a tailored training curriculum based on the OPD assessment findings and relevant EPL II reports.
 - Deliver one six-day training programme to the seven OPDs covering disability-inclusive employment services, job matching, accessibility, employer engagement, reasonable accommodation and supported employment.
 - Integrate practical exercises addressing the operational needs of participating OPDs.
 - Submit one training report of maximum one page, documenting content, attendance, feedback and recommended follow-up support.
- **Capacity development on organisational sustainability and resource mobilisation**
 - Design a training curriculum addressing identified organisational sustainability and funding-access needs.
 - Deliver one five-day training programme to the seven OPDs, covering resource mobilisation, funding diversification, proposal writing, grant management and sustainability planning.
 - Incorporate practical exercises to support the development of organisation-specific resource mobilisation and sustainability measures.
 - Submit one training report of maximum one page, documenting content, attendance, feedback and recommended follow-up support.
- **Tailored mentoring and sustainability planning**
 - Develop individual capacity-development and mentoring plans for the seven OPDs based on their assessment findings.
 - Provide two days of mentoring per OPD, divided into four half-day sessions, focusing on disability-inclusive employment-service improvements, resource mobilisation and organisational sustainability.
 - Support each OPD in developing a practical organisational improvement and sustainability action plan.

- Prepare seven individual mentoring reports documenting support provided, progress and remaining capacity-development needs.
- Prepare a consolidated OPD capacity-development report summarising institutional improvements, remaining gaps and recommendations for continued support.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Framework for alternative employment approaches developed Deliverables: • Status mapping and assessment of the project employment approaches • Desk review study of freelancing opportunities • Framework for integrating freelancing and alternative employment approaches • 5 tools, SOPs, and guidelines to operationalize the alternative employment approaches framework	6 months after contract signature / Beirut /
Framework for sustainable employment developed • Status mapping and assessment of the sustainable employment practices • Sustainable employment framework • 5 tools, SOPs, and guidelines to operationalize the sustainable employment framework	6 months after contract signature / Beirut /
OPD selection, assessments and both specialised training programmes completed. • 1 selection report and list of 7 participating OPDs (max. 3 pages). • 7 individual organisational needs and gap assessment reports (max. 3 pages each). • 1 consolidated OPD needs and gap assessment report (max. 4 pages). • 1 inclusive employment training report (max. 1 page), documenting delivery of the 6-day training programme. • 1 organisational sustainability and resource mobilisation training report (max. 1 page), documenting delivery of the 5-day training programme.	3 months after contract signature / Beirut /

Tailored mentoring completed and organisational improvement measures developed. • 7 individual organisational improvement and sustainability action plans (max. 2 pages each). • 7 individual mentoring reports (max. 2 pages each), documenting 2 mentoring days per OPD, progress achieved, remaining gaps and recommendations.	6 months after contract signature / Beirut /
OPD capacity-development results consolidated and sustainability recommendations finalised. • 1 consolidated OPD capacity-development report (max. 5 pages), documenting support provided, organisational improvements, remaining capacity gaps and recommendations for continued capacity development and sustainability.	7 months after contract signature / Beirut /

Period of assignment: from 01.12.2026 until 30.07.2027.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if

applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

- Not Applicable -

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

Team leader: Labour Market and Alternative Employment Expert

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- Lead the assessment of existing employment approaches and identify opportunities for diversification.
- Analyse beneficiary needs and sector-specific opportunities for freelancing, gig work and cloud-based employment.
- Design alternative employment pathways, incorporating formalisation, decent work and social protection considerations.
- Facilitate stakeholder consultations and validate the proposed approaches.
- Translate the framework into five practical operational tools, SOPs and/or guidelines.
- Ensure alignment with EPL II employment services and the sustainable employment framework.

Qualifications of the team leader

- Education/training (2.1.1): master's degree in economics, labour economics, social sciences, development studies, business administration or another relevant field.
- Language (2.1.2): C1-level language proficiency in English.
- General professional experience (2.1.3): 7 years of professional experience in the labour market analysis, employment promotion, economic development or livelihoods sector.
- Specific professional experience (2.1.4): 5 years in labour market assessments, employment programme design or development of employment-promotion approaches, including demonstrated experience in freelancing, digital labour markets or alternative employment models.
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of experience in projects in MENA, of which 2 years in projects in Lebanon
- Development cooperation (DC) experience (2.1.7): 1 year of experience in DC projects
- Other: - Not Applicable -

Key expert 1: Sustainable Employment and Employment Services Expert

Tasks of key expert 1

- Assess existing employment practices and identify gaps affecting employment sustainability.
- Analyse relevant evidence and identify approaches supporting durable and decent employment for vulnerable groups.
- Design sustainable employment pathways, including retention support and linkages to social protection.
- Facilitate stakeholder consultations and validate the proposed approaches.
- Translate the framework into five practical operational tools, SOPs and/or guidelines.
- Ensure alignment with EPL II employment services and the alternative employment framework.

Qualifications of key expert 1

- Education/training (2.2.1): master's degree in economics, labour economics, social sciences, development studies, social policy, human resources management
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): 7 years of professional experience in employment promotion, labour market services, workforce development, livelihoods or economic inclusion.
- Specific professional experience (2.2.4): 4 years of professional experience in designing or improving employment-promotion programmes, employment-service delivery models or sustainable employment approaches, including experience with employment pathways for vulnerable groups.
- Leadership/management experience (2.2.5): - Not Applicable -
- Regional experience (2.2.6): 3 years of experience in projects in MENA, of which 2 years in projects in Lebanon
- Development Cooperation (DC) experience (2.2.7): - Not Applicable -
- Other (2.2.8): - Not Applicable –

Key expert 2: Disability Inclusion and Supported Employment Expert

Tasks of key expert 2

- Lead the implementation of the OPD capacity-strengthening assignment and coordinate technical inputs.
- Develop and implement OPD selection and organisational assessment methodologies.
- Assess inclusive employment services, institutional capacities and organisational needs.
- Design and deliver the six-day disability-inclusive employment training programme.
- Provide tailored mentoring on job matching, employer engagement, accessibility and supported employment.
- Support OPDs in developing organisational improvement plans for inclusive employment services.
- Consolidate assessment findings, monitor capacity-development progress and prepare technical reports.

Qualifications of key expert 2

- Education/training (2.3.1): master's degree in social sciences, disability studies, social work, psychology, education, human resources management or development studies
- Language (2.3.2): C1 -level language proficiency in English
- General professional experience (2.3.3): 7 years of professional experience in disability inclusion, employment promotion, social inclusion or vocational rehabilitation.
- Specific professional experience (2.3.4): 4 years of professional experience in disability-inclusive employment, supported employment or capacity strengthening of OPDs, including experience in organisational assessments, inclusive employment-service delivery and training.
- Leadership/management experience (2.3.5): - Not Applicable -
- Regional experience (2.3.6): 3 years of experience in projects in MENA, of which 2 years in projects in Lebanon
- Development Cooperation (DC) experience (2.3.7): - Not Applicable -
- Other (2.3.8): - Not Applicable -

Key expert 3: Resource Mobilisation and Organisational Sustainability Expert

Tasks of key expert 3

- Assess OPDs' funding capacities, resource mobilisation practices and organisational sustainability gaps.
- Design and deliver the five-day resource mobilisation and organisational sustainability training programme.
- Provide practical guidance on funding diversification, proposal development and grant management.
- Support OPDs in developing tailored resource mobilisation and sustainability action plans.
- Provide targeted mentoring on organisational sustainability and funding strategies.
- Document capacity-development results and contribute to assessment and final reports.

Qualifications of key expert 3

- Education/training (2.4.1): bachelor's degree in business administration, economics, finance, management, development studies or social sciences

- Language (2.4.2): C1 -level language proficiency in English
- General professional experience (2.4.3): 5 years of professional experience in organisational development, resource mobilisation, nonprofit management, fundraising or institutional sustainability.
- Specific professional experience (2.4.4): 4 years of professional experience in resource mobilisation, funding diversification, proposal development, grant management or organisational sustainability planning for civil society organisations.
- Leadership/management experience (2.4.5): - Not Applicable -
- Regional experience (2.4.6): 3 years of experience in projects in MENA, of which 2 years in projects in Lebanon
- Development Cooperation (DC) experience (2.4.7): - Not Applicable –
- Other (2.4.8): - Not Applicable –

Soft skills of team members

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

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

5. Costing requirements

Assignment of personnel and travel expenses

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

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

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team leader: Labour Market and Alternative Employment Expert	1	40	40	
Key expert 1: Sustainable Employment and Employment Services Expert	1	30	30	
Key expert 2: Disability Inclusion and Supported Employment Expert	1	65	65	
Key expert 3: Resource Mobilisation and Organisational Sustainability Expert	1	25	25	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	5	15	70	Maximum EUR 69 per day
Overnight allowance in country of assignment	5	15	70	Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% (EUR 146) of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% (EUR 109,50) of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis. Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.

Transport	Quantity	Number per expert	Total	Comments
International flights	5	1	5	Travel to the place of service delivery Lebanon
Domestic flights - Not Applicable -				Flights within the country of assignment during service delivery
CO ₂ compensation for air travel	5	1	5	A fixed budget of EUR 500 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • Airport transportation	5	1	5	Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses - Not Applicable -				e.g. visa costs
Other costs	Number	Price	Total	Comments
Flexible remuneration - Not Applicable -				A budget of EUR is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	15 days	EUR 700	EUR 10500	The budget contains the following costs venue, stationery, break catering, lunch and printings.
Subcontracts - Not Applicable -				The budget contains the following costs .
Procurement of materials and equipment - Not Applicable -				The budget contains the following costs .
Local contributions - Not Applicable -				The contractor administers the following local <i>contributions</i> in accordance with Section 2.7 AVB: .

Other costs - Not Applicable -				The budget contains the following costs .
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6. Inputs of GIZ or other actors

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

- Transportation on site with own project vehicle

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 5 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Option

- Not Applicable -

Type and scope

- Not Applicable -

Requirements

- Not Applicable -

Quantitative requirements for the optional services

- Not Applicable -

9. Outsourced processing of personal data

- *Not Applicable* -

10. Annexes

- Not Applicable -