

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

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Subject of the tender procedure:

Integrated Technical Assistance to the Ministry of Labour under
Labour Market Access Project II (LMAP II)

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0. List of abbreviations

CD	Capacity Development
FEI	Federation of Egyptian Industry
GEC	Gender Equality Community
GESI	Gender Equality and Social Inclusion
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ILO	International Labour Organization
KOMP	Cost per output monitoring and forecast
LMAP	Labour Market Access Project
LoI	Letter of intent
LST	Leadership Skills Training
M&E	Monitoring & Evaluation
MoETE	Ministry of Education and Technical Education
MoL	Ministry of Labour
MoU	Memorandum of Understanding
NES	National Employment Strategy
RMO	Risk Management Office
SST	Supervisors Skills Training
ToRs	Terms of reference
ToT	Training of Trainers

1. Context

1.1 Short Description

Module Title	Labour Market Access Project II
Core Topic	Sustainable economic development, training and employment
DC Programme	Technical Education and Labour Market
DC Programme objective	More young people have been empowered to participate in economic life in Egypt and abroad in a dignified and active manner.
Module Objective	Young Egyptians' access to decent employment has improved.
Contribution to the national implementation of the 2030 Agenda	Direct and indirect contributions to four pillars of Egypt's Sustainable Development Strategy (Egypt Vision 2030). Pillar 1 "Economic Development" (mainly on indicators 10 "Unemployment rate" and 11 "Women employment rate"), Pillar 4 "Transparency and efficiency of state institutions", Pillar 5 "Social justice" and Pillar 7 "Education and training".
Core problem	Young Egyptians have insufficient access to decent employment.
Target group	Young jobseekers and (newly) employed Egyptians with non-academic qualifications aged 18-35 years. Intermediaries: Ministry of Labour (MoL) specialists and managers, teachers of the MoL's further education and vocational training centers, private training and consulting providers, business organizations, companies, supervisors and employees.
Political partner	Ministry of Labour (MoL)
Methodological approach (incl. instruments)	Advising, developing skills and capacities of the MoL and the private sector to improve young Egyptians' access to decent employment. Instruments: 4 international and 18 national long-term experts, and short-term experts. EUR 350,000 in financing agreements, and EUR 230,300 in tangible assets.
Outputs	1: Forward-looking employment policy; 2: Gender competence of the MoL 3: Integration of digital solutions; 4: Expansion of gender-responsive job preparation trainings; 5: Expansion of decent employment-related services

1.2 Problem and potential analysis (associated with the module)

Egypt is currently facing significant economic challenges compared to previous years. A series of currency devaluations between 2016 and 2024, combined with the impact of the war in Ukraine, the conflict in Gaza, and Egypt's heavy dependency on imports, have led to high inflation, which reached 28.3% in 2024. Economic growth remains insufficient to meet the growing demand for jobs across the country.

The labour market is under pressure. As of 2021, only 40% of the population was officially employed, and the unemployment rate stood at 7.4%. However, these figures do not reflect the full picture. An estimated 60–70% of economic activities take place in the informal sector, where job security and working conditions are poor. Vocational school and university graduates are particularly affected by unemployment. Even in the formal sector, decent employment standards are often not respected. In fact, Egypt ranks among the ten worst countries globally in terms of workers' rights, according to the International Trade Union Confederation's 2023 Global Rights Index.

Young people aged 15 to 29 face especially difficult employment conditions. Their unemployment rate is high at 17.2%, and only 17% have formal jobs. The vast majority (83%) are either informally employed or without stable employment. With limited public sector hiring due to structural reforms and tight public finances since 2014, and a population growth rate of 1.6% per year, pressure on the job market continues to rise. As a result, many young Egyptians are migrating to larger cities or abroad in search of better opportunities. Insufficient knowledge of the labour market among young Egyptians also contributes to the lack of employability. Despite the large number of job seekers, businesses often struggle to fill vacancies, particularly for non-academic jobs, making employment one of Egypt's most urgent political and social challenges.

Women face even greater barriers in the labour market. Despite legal protections and gender equality provisions in the constitution, women are significantly underrepresented in the workforce. Egypt ranks near the bottom globally – 142 out of 146 countries – in economic participation according to the Global Gender Gap Report 2022. The female employment rate is only 15%, compared to 67% for men. Young women face a particularly high unemployment rate of 42.5% and are more likely to work in informal or precarious jobs. Many leave the workforce after marriage, which occurs early for most Egyptians, further limiting women's access to formal employment.

In response to these challenges, the Egyptian government has set employment and decent work as key national priorities. "Egypt Vision 2030" focuses on employment-oriented economic growth and job creation. A new "National Employment Strategy (NES)" is being developed by the Ministry of Labour to improve job opportunities, especially for youth. The strategy aligns with international standards such as the International Labour Organisation (ILO) Convention No. 122 of 1964, which Egypt has yet to ratify. In parallel, the government has launched the "National Strategy for the Empowerment of Egyptian Women 2030", with each ministry, including the Ministry of Labour, establishing Gender Equality Committees and implementing action plans to increase female participation in the workforce. Additionally, the "Digital Egypt" strategy aims to modernise public administration, making government services more inclusive, transparent, and responsive to citizens' needs. These combined efforts aim to create better employment opportunities and a more equitable labour market, especially for young people and women.

Despite the above-mentioned reforms, the situation on the labour market is still unresolved. The aim of the new project is to improve young Egyptians' access to decent employment by supporting the Ministry of Labour's in the development of future-oriented and gender-responsive labour market policies, strengthening the employability of young Egyptians, the introduction of digital solutions for employment services, as well as the supply of decent employment options in the private sector particularly for women.

1.3 Objective, Indicator and Results Hypothesis

The module objective of the TC-Module Labour Market Access Project II (LMAP II) is defined as follows: Young Egyptians' access to decent employment has improved.

This is measured in the following module objective indicators:

- **Module objective indicator 1:** 10,584 young Egyptians, 40% of whom are women, who have taken part in public or private job preparation training, have confirmed that they feel well prepared to enter the labour market.
- **Module objective indicator 2:** The number of employees whose quality of employment has improved in terms of decent employment has risen from 18,500 to 22,500.
- **Module objective indicator 3:** 10 activities to improve women's access to the labour market have been implemented in accordance with the MoL's Gender Action Plan.

The project will be implemented through the following outputs:

Output 1 aims to improve the strategic and technical capacity of the MoL's Employment Unit to design a future-oriented employment policy. In close cooperation with the ILO, the module promotes the implementation (or, if not already available, the elaboration) of the NES. To this end, the skills of specialists and managers in the Employment Unit are promoted with regard to a future-oriented employment policy that aims to create decent employment and increase women's employment, taking into account changes in the labour market (future of work). Additionally, the project will enable the MoL to improve its cooperation with other ministries relevant to employment policy (e.g. Ministry of Education and Technical Education (MoETE), Ministry of Trade and Industry (MoTI), Ministry of Planning and Economic Development (MoPED), Ministry of Youth and Sports (MoYS), with associations, trade unions, private companies and civil society organisations. It will also help to set up forms of dialogue (e.g. round tables, *creative thinking* workshops) with the aim of developing policy recommendations for a future-oriented employment policy and successful implementation of the NES. The MoL uses the dialogue forums to present itself as a mediator and active partner in employment policy and thus to initiate a change in image.

Output 2 aims to strengthen the technical and implementation skills of Gender Equality Committee (GEC) staff with regard to improving women's access to the labour market. The capacity development measures aim to enable the GEC to actively contribute to an employment policy, implementation of the national gender equality action plan, and MoL services that reflect women's needs and strengthen their economic participation. This includes training GEC staff on employment promotion for women in the Egyptian context. With the support of the GEC in the development of an evidence-based database on women's employment, practice-oriented recommendation (e.g. on flexible working models, identifying inhibiting factors, etc) are developed, The promotion of communication and cooperation between the GEC and intra-ministerial departments will be strengthened, as well as networking with relevant external governmental, private sector and civil society actors.

Output 3 aims to introduce digital solutions to promote employment in the Employment Department. user-oriented digitisation concepts and digital solutions are developed with the Employment Department and the Digitalisation Department for two administrative processes or services to promote youth employment. The analysis of the interfaces between the Employment Department and the users of the digital solutions plays an important role in making them safe, inclusive, user-friendly and target-group-oriented. The necessary (digital) competencies of the specialist and management staff of the Employment Unit are

strengthened through training formats and advice. Lessons learned from the TC module "Supporting e-Government and Innovation in Public Administration in Egypt" (PN 2019.2002.4) will be drawn upon.

Output 4 aims to expand the range of vocational preparation courses for young Egyptians in a way that is appropriate for the target group and gender-responsive. This includes adapting existing and developing new innovative instruments and orientation materials tailored to the needs and communication habits of young non-academic Egyptians. The TC module also supports the MoL's training department in integrating vocational preparation training into its initial and continuing education offerings. To this end, master trainers and teaching staff of the training centers are trained to implement vocational preparation training for young Egyptians in a gender-responsive and target-group-appropriate manner.

Output 5 aims to expand the range of services offered by selected private or public service providers to companies on decent employment. Private (and, where relevant public) providers are advised on developing, scaling and anchoring service offers for companies and supported in their organisational development. By advising and developing the capacity of new providers, the range of coaching services for managers and supervisors of companies is being expanded to promote decent employment. Information campaigns on the economic benefits of decent employment (such as increased employee motivation and retention, increased productivity) and organised idea competitions serve as incentives for companies to invest in improving their quality of employment. The prizes are awarded for ideas that are effective, replicable and scalable innovative in creating decent employment for women. The experiences of implementation are fed back to the GEC (Output 2) and the Employment Unit the further policy development (Output 1).

1.4 Implementation strategy

The strategy is based on the integrated approach of employment promotion in German development cooperation. To promote young Egyptians' access to decent employment, the project takes a multi-level approach in its Capacity Development (CD) strategy. At the macro level, the project contributes to the design of a future-oriented, gender-responsive employment policy, promotes policy dialogue and strengthens the cooperation of the MoL with actors from business and society, with other line ministries as well as within the MoL between different units at central and governorate level. At the meso level, the focus is on the adaptation and expansion of processes, instruments and measures developed in LMAP (former project) in a way that is appropriate for the target group and gender-responsive for job preparation and for improving the quality of employment (contribution to economic efficiency). In doing so, the structures of existing private and (new) public providers will be strengthened with regard to a target group-oriented, gender-responsive and sustainable training and consulting offer. At the micro level, the provision of job preparation information to young Egyptians is strengthened and companies are supported in improving their employment quality. The focus of the competence development of specialists and managers at the MoL is on developing their skills for the design of a future-oriented employment policy. In addition, the project promotes gender equality by supporting the development and implementation of labour market-specific measures that address women's improved access to the labour market through the capacity strengthening of the GEC.

Through cooperation with the MoL, the strategy promotes structural changes and integration of project approaches into state structures to improve the employment situation of young Egyptians. In order to ensure the efficiency and effectiveness of the project for the target group, the chosen methodological approach relies not only on the MoL but also on implementation with private-sector and civil society implementation partners. The project is implemented in a

conflict-sensitive manner according to the *do-no-harm* approach. The project works at the national level with a focus on meso- and micro-level interventions in the governorates of Cairo and Alexandria.

1.5 Target group and partners

The target group of the project are young jobseekers and (newly) employed Egyptians with a non-academic degree between the ages of 18 and 35.

The political partner of the project is the Ministry of Labour (MoL). In addition, the project cooperates with the Federation of Egyptian Industries (FEI) which represent the private sector. Implementing partners include:

- specialists and managers from the various departments of the MoL at the central and governmental level as well as instructors from the MoL's training centers.
- public and private providers of employment promotion measures such as the Network for Employment Promotion
- private service providers for training and advisory services for companies
- small and medium-sized enterprises as well as larger Egyptian or international companies (including company owners, managers and supervisors).

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification. Given the project's accelerated schedule, the project team will initiate work on selected milestones ahead of the contractor's engagement. Upon onboarding, the contractor shall conduct a structured handover review, incorporate the results already produced by the project team, and assume responsibility for all remaining deliverables as defined in the work packages.

2.2 Objectives, indicators, work packages, milestones

The contractor is responsible for achieving the objectives and indicators described in this document.

Module / Output	Indicator	Contractor contribution
Module Objective Young Egyptians' access to decent employment has improved.	Module Target Indicator 2 The number of employees whose quality of employment has improved in terms of decent employment has risen from 18,500 to 22,500. Baseline: 18,500 employees	The contractor will contribute to improving the employment quality of approximately 600 employees

	Target: 22,500 employees (07/2027)	
	Module Target Indicator 3 10 activities to improve women's access to the labour market have been implemented in accordance with the MoL's Gender Action Plan. Base value: 4 activities Target value: 10 activities (12/2026)	The contractor will be responsible for implementing 3 of the 6 activities.
Output 1 The strategic and technical capacities of the MoL's Employment Unit have been improved with regard to the design of a future-oriented employment policy.	Output indicator 1.2 For 15 of the 25 employees of the Employment Department, further training measures carried out have led to an improvement in the skills for the design and implementation of future-oriented employment promotion measures. Base value: 2 employees Target value: 15 employees (04/2027)	The contractor is responsible to achieving this indicator for 6 out of 10 employees.
Output 2 The technical and implementation skills of the staff of the Committee for Gender Equality have been strengthened with regard to improving women's access to the labour market.	Output indicator 2.1 25 out of 42 GEC staff, including 10 out of 15 at national level and 15 out of 27 at governorate level, who have participated in capacity development activities, have confirmed an increase in their skills to promote improved women's access to the labour market. Baseline: 2 employees at national level Target value: 25 employees, of which 10 at national and 15 at governorate level (04/2027)	The contractor is fully responsible for achieving this indicator.
Output 4 The range of vocational training courses for young Egyptians has been expanded to suit the target group and is gender responsive.	Output indicator 4.1 10 target group-oriented and gender-responsive instruments have been created to convey information on job preparation. Baseline: 5 target group-oriented and gender-responsive instruments	The contractor is responsible for the development of 2 instrument

	Target value: 10 target group-oriented and gender-responsive instruments (09/2026)	
Output 5 The range of services offered by selected private or public service providers to companies for decent employment has been expanded.	Output indicator 5.2 The number of private or public service providers for companies that have provided coaching services for managers and supervisors to promote decent employment has increased from 1 to 4 providers. Underlying: 1 provider Target value: 4 providers (07/2027)	The contractor is fully responsible for this indicator

Additionally, the contractor will contribute to the following indicator, by implementing corresponding activities:

Module / Output	Indicator
Module Objective Young Egyptians' access to decent employment has improved.	Module Target Indicator 1 10,584 young Egyptians, 40% of whom are women, who have participated in public or private vocational preparation training, have confirmed that they feel well prepared to enter the labour market. Baseline: 9,484 young Egyptians, of whom 3,224 were women (estimate; 12,645 young Egyptians, of whom 34% were women, participated in vocational preparation training) Target: 10,584 young Egyptians, 40% of whom are women (04/2027)
Output 1 The strategic and technical capacities of the MoL's Employment Unit have been improved with regard to the design of a future-oriented employment policy.	Output indicator 1.1 Within the framework of 4 round tables between the MoL and other line ministries as well as representatives from business and society, 10 policy recommendations for the design of a future-oriented employment policy have been prepared for follow-up by the MoL's Employment Department. Baseline: 0 policy recommendations (no roundtables on future-oriented employment have been held so far) Target value: 10 prepared policy recommendations from 4 round tables (12/2026)
Output 4 The range of vocational training courses for young Egyptians has	Output indicator 4.2 70 gender-responsive vocational preparation trainings for young Egyptians were successfully carried out by public or private providers.

been expanded to suit the target group and is gender responsive.	Baseline: 0 gender-responsive vocational preparation trainings (744 gender-sensitive trainings in which 12,645 young Egyptians (including 4,364 women) have participated have been conducted by LMAP since 2015) Target value: 70 gender-responsive vocational preparation trainings (04/2027)
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The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work Package 1: Strategic Communication and Visibility Support for the Ministry of Labour (Output 1)

Work Package 2: Policy Support, Future-Oriented Employment Planning, and NES Implementation (Output 1)

Work Package 3: Capacity Development for Ministry of Labour and Supporting the Implementation of MoL's National Plan for Promoting Gender Equality (Output 1&2)

Work Package 4: Development of Innovative Instruments for Job Preparation (Output 4)

Work Package 5: Expansion of Service Offerings to Promote Decent Employment in Egypt (Output 5)

Work Package 1: Strategic Communication and Visibility Support for the Ministry of Labour (MoL)

WP 1 is assigned to all project Outputs. The primary objective under this work package is to strengthen the Ministry of Labour's public image, stakeholder engagement, and visibility of reform efforts through a comprehensive, results-driven strategic communication approach that ensures that MoL's priorities and the employment-related goals of the LMAP II project are clearly understood, accurately conveyed, and actively supported by key audiences at both national and local levels.

Main tasks should include, but are not limited to:

Task 1.1: Strategic set up and perception assessment

- Define SMART communication objectives and key messages aligned with MoL's reform agenda.
- Assess public and stakeholder perceptions of MoL's services, policies, and overall image, and providing actionable recommendations to enhance visibility and trust.
- Support the modernisation of MoL's visual identity and ensuring consistent application across all communication materials and platforms.

Task 1.2: Media Management & Partnerships

- Foster strategic relationships with national and regional media outlets and propose mechanisms for sustained engagement.
- Publish creative, high-quality and user-friendly communication content (e.g., press releases, success stories, social media posts, or public campaigns) that amplifies MoL's reform themes such as decent work, gender equality, youth employment, and job matching.

- Engage relevant public figures, influencers, or institutional partners to broaden outreach and promote inclusive dialogue around MoL's initiatives.

Task 1.3: Capacity Development and Sustainability

- Strengthen MoL's internal communication systems and capacities, including staff skills in media engagement, digital communication, and strategic messaging.
- Support knowledge transfer mechanisms ensuring that communication practices are embedded within MoL and partner entities.
- Propose a sustainability plan or roadmap for continuous improvement of MoL's communication function beyond the project period.

Task 1.4: Full logistical management of strategic communication and media events

Milestones for work package 1, all outputs	Delivery period
1.1.1. Strategic communication outline, including SMART communication objectives, key messages and audience personas.	2 months after contract start
1.1.2. Modern visual identity for MoL (logo, templates, presentations)	3 months after contract start
1.1.3 Perception assessment conducted and report with recommendations delivered	3 months after contract start
1.2.1. Media engagement plan implemented	3 months after contract start
1.2.2. Media kits (press briefings, talking points, and Q&A materials) on relevant reform topics	3 months after contract start
1.2.3. Implementation of the multi-channel communication campaign (press, digital, social media, events) featuring MoL reform themes)	From month 3 onward until end of contract
1.2.4. Partnership brief or engagement summary with key media and institutional partners established.	From month 3 onward until end of contract
1.3.1. Training materials and delivering sessions on media engagement, digital communication and crisis response	From month 3 onward until end of contract
1.3.2 Communication toolbox (templates, style guide, checklists)	From month 3 onward until end of contract
1.3.3. Sustainability plan or roadmap for MoL's communication function developed and validated	From month 6 onward until end of contract

Work Package 2: Policy Support, Future-Oriented Employment Planning, and National Employment Strategy (NES) Implementation

WP 2 is assigned to Output 1. The primary objective under this work package is to support the Ministry of Labour in developing and implementing evidence based and future oriented employment policies by strengthening its internal policymaking capacities including the Employment Department and other relevant departments contributing to policy formulation ,

fostering multi-level coordination mechanisms, establishing a robust monitoring and evaluation (M&E) system, developing tailored operational manuals for MoL employees, and supporting the successful operationalization of the NES, if launched during the LMAP II implementation period.

Main tasks should include, but are not limited to:

Task 2.1. Policy Development, Advisory support and Coordination:

- Strengthen the institutional capacity of MoL's policy units by improving internal structures, workflows, and coordination mechanisms.
- Enhance policy-making and advisory functions, enabling MoL to effectively address emerging issues such as informality, youth employment, gender equality, and digital transformation in line with the National Employment Strategy and related frameworks.
- Clarify roles and improve process efficiency through the development of operational guidance (e.g., roles, responsibilities, and coordination processes).
- Promote multi-stakeholder dialogue and coordination between MoL, public institutions, private sector partners, and civil society actors.

Task 2.2. Monitoring, Evaluation, and Learning (MEL) System Development:

- Support MoL in the design of a results-oriented framework aligned with its mandate and the NES and MoL's mandate.
- Design and integrate of indicators, data collection tools, and reporting mechanisms into MoL's operational systems.
- Establish feedback and learning loops linking monitoring outcomes with planning and decision-making processes.

Task 2.3. NES Action Plan Operationalisation:

- Support MoL in translating strategic NES priorities into actionable implementation measures.
- Strengthen coordination within MoL and among key stakeholders, such as line ministries, employers' organisations, workers' representatives, and development partners to ensure coherent NES implementation
- Establish institutional mechanisms for continuous follow-up, review, and adaptation of NES activities.

Task 2.4: Full logistical management of policy development events and training programmes

Milestones for work package 2, output 1	Delivery period
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2.1.1. Institutional assessment report with capacity gaps	2 months after contract start
2.1.2. Operational manual/ practical guide detailing departmental roles, workflows, and coordination protocols	3 months after contract start
2.1.3. High priority policy recommendations are developed	From month 5 onward until end of contract
2.1.4 Capacity building workshops and mentoring sessions for MoL staff implemented	From month 5 onward until end of contract
2.1.5. Documentation of Stakeholder Consultations	4 months after contract start
2.2.1. Results Framework and Learning Architecture developed	6 months after contract start date
2.2.2. Pilot M&E system with tools	7 months after contract start date
2.2.3. Periodic M&E briefs with findings and recommendations	From month 7 onward until end of contract
2.3.1. NES implementation roadmap and technical support packages	If NES is launched – within 2 months of launch
2.3.2. Coordination and review mechanism for NES implementation established	If NES is launched – within 3 months of launch

Work Package 3: Capacity Development and Supporting the Implementation of the National Plan for Promoting Gender Equality

Work package 3 is assigned to outputs 1&2.

The primary objective of this work package is to build the capacities of selected staff from MoL and other relevant stakeholders in areas related to labour market policies and gender inclusion. In addition, the consultant is required to provide the technical and logistical support needed to implement six activities from Gender Equality to the workplace National Plan (GAP). Target groups from MoL include Central Employment and Labour Market Department, The Gender Equality Committee (GEC), as well as selected senior staff assigned to policy development. In addition, training sessions on creating gender-responsive workplaces will be delivered to HR professionals from the private sector companies.

Main tasks should include, but are not limited to:

Task 3.1: Capacity Development

- Strengthen MoL's institutional capacities and staff skills to implement gender responsive/ transformative employment-related policies and services.
- Build capacities of private sector HR professionals to apply gender-responsive approaches in their work.
- Implement individual development plans develop tools/frameworks for inclusive, gender-responsive policy and workplace practices (approximately 40-45 MoL staff; 20-25 private sector HR).

Task 3.2: Supporting the implementation of the National Plan for Gender Equality

- Provide technical assistance and advisory support to the GEC and MoL on gender equality, women's participation in the labour market, and gender-responsive policy and workplace practices.
- Supporting the implementation of four) **priority GAP activities** aligned with national priorities, including all logistical and event-related arrangements.
- Facilitation of stakeholder dialogue and coordination across public and private sectors, social partners, and civil society organizations to foster inclusive, cross-sector collaboration.

Task 3.3: Monitoring, Evaluation and Sustainability

- Establish monitoring and learning processes to track changes in individual and institutional capacities.
- Collect and analyse participant feedback to evaluate effectiveness and outcomes of capacity development interventions.
- Develop sustainable measures, such as internal training-of-trainers models, knowledge-sharing systems, and handover tools (guides, templates, or toolkits).
- Document key achievements, lessons learned, and recommendations to inform future capacity development and gender mainstreaming efforts.

Milestones for work package 3, output 1	Delivery period
3.1.1 Capacity assessment report including analysing institutional capacity gaps of MoL and private sector staff	1 months after contract start
3.1.2. Implementation of organisational and individual capacity development plans and tools	3 months after contract start
3.1.3 Tracking participant feedback to evaluate effectiveness of capacity development	4 months after contract start
3.2.1 GAP Activities Plan and Implementation for selected activities	2 months after contract start
3.2.2. Stakeholder Coordination established	2 months after contract start
3.3.1 M&E report including capacity improvements and outcomes with pre-post comparison	8 months after contract start
3.3.2 Final report with recommendations for the capacity development and the National Plan activities	9 months after contract start
3.3.3 Handover developing training-of-trainers models, knowledge-sharing systems, and handover tools including guides, templates, and toolkits	9 months after contract start

Work Package 4: Development of Innovative Instruments for Job Preparation

WP 4 is assigned to Output 4. It aims to enhance the job-readiness of blue-collar Egyptian youth by providing gender-responsive and inclusive job preparation materials, and by developing two innovative instruments using human-centred approaches. These instruments may include, for example, practical guidance formats, self-assessment or reflection sheets for youth, behavioural-informed exercises, coaching or mentoring formats, employer feedback templates, checklists, or simple Excel-based tracking templates.. All interventions will be based on behavioural study findings and aligned with labour market needs. The work package further supports the MoL's Training Unit through business model development and capacity development

Main tasks should include, but are not limited to

Task 4.1 Development of job preparation programme

- Develop gender-responsive, inclusive job-preparation programmes integrating behavioural study findings, covering soft skills, communication, teamwork, workplace behaviour, digital tool use, and intercultural competence.
- Provide customised and scalable blended delivery formats suitable for low-bandwidth environments and accessible to learners with limited literacy or disabilities.
- Pilot the programme with MoL and training providers and refine based on collected evidence
- Deliver a Training-of-Trainers package and including manuals and material

Task 4.2 Capacity Building for MoL Training Unit

- Optimise the MoLs support services on developing business models
- Develop partnership and resource mobilisation strategies to expand collaboration with the private sector
- Strengthen institutional readiness for scale-up through improved governance, clear workflows, and staff capacity for national roll-out of the job-preparation programme.

Milestones for work package 4, output 4	Delivery period
4.1.1 Finalised inclusive and gender-responsive job preparation content and training package.	3 months after contract start
4.1.2 Pilot implemented and refined programmes based on feedback	7 months after contract start
4.1.3 Training of Trainers packages and facilitator toolkits in Arabic and English.	9 months after contract start
4.2.1 Concept to enhance business model services implemented	6 months after contract start
4.2.2 Sustainability and scaling plan completed.	7 months after contract start
4.3.1 Final technical report including evaluation, challenges, and lessons learned.	10 months after contract start

Work Package 5: Expansion of Service Offerings to Promote Decent Employment in Egypt

WP 5 is assigned to Output 5 and aims to enhance services that promote decent employment in Egypt. The work package focuses on developing the capacities of service providers to deliver Supervisory Skills Training (SST) and Leadership Skills Training (LST), developing and piloting new service offerings for Egyptian SMEs; and strengthening the Ministry of Labour's inspectorate to better support and promote decent work practices. The contractor may also propose additional activities that effectively contribute to improving working conditions.

Main tasks should include, but are not limited to

Task 5.1: Capacity Development of Service Providers to implement SST and LST

- Assess the capacities of 5 existing SST and LST service providers and strengthen them focusing on innovative business models for SST and LST delivery.
- Develop and certify a pool of qualified SST and LST trainers, supported by mentoring and performance evaluation
- Pilot and refine SST and LST programmes based on SME feedback
- Establish an M&E mechanism for service providers to ensure continuous quality improvement and service scaling.
- Document and share lessons learned, success stories, and good practices to promote visibility and replication.

Task 5.2: Other Service Development and Piloting to Promote Decent Employment

- Identify innovative, demand-driven services that promote decent work in SMEs and identify suitable service providers, freelancers or institutions who could design and deliver these services.
- Build the technical and organisational capacities of these service providers, utilising training (ToT), mentoring and advisory support.
- Strengthen MoL inspectors' capacity to promote decent work practices through training updated tools, and company outreach.
- Pilot the newly developed services in selected SMEs, ensuring gender responsiveness and inclusion and refine services based on performance data.
- Support scaling up and institutionalisation of successful services at the service providers
- Strengthen MoL systems to provide advise and support functions for enhancing decent employment
- Document and disseminate lessons learned, success stories, and communication materials

Milestones for work package 5 – output 5	Delivery Period
5.1.1 organisational/needs assessment and capacity development plan finalised	2 months after contract start
5.1.2 SST & LST monitoring system operational	4 months after contract start
5.1.3 Certified Trainer Pool established and operational	7 months after contract start
5.1.4 SST & LST programmes piloted in SMEs and refined	9 months after contract start

5.1.5 Good Practice Compendium on SST & LST Implementation created	10 months after contract start
5.2.1 New Decent Employment Service Concepts identified and validated	2 months after contract start
5.2.2 Provider and MoL Inspector Capacities strengthened for service delivery	7 months after contract start
5.2.3 New Decent Employment Services piloted in SMEs and refined	9 months after contract start
5.2.4 Scalable Service Models and Institutional Integration Framework developed.	10 months after contract start
5.2.5 Communication and Visibility Package produced	10 months after contract start

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.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements. The following allocation of costs to the Work packages serves only as an orientation to allocate the expert days.
 - To Work package 1 approximately 23% of the expert days are to be allocated.
 - To Work package 2 approximately 22% of the expert days are to be allocated.
 - To Work package 3 approximately 18% of the expert days are to be allocated.
 - To Work package 4 approximately 21% of the expert days are to be allocated.
 - To Work package 5 approximately 16% of the expert days are to be allocated.

Information on cost-output monitoring (KOMP):

WP 1 is assigned to Outputs 1-5 (20% each)

WP 2 is assigned to Output 1 (100%)

WP 3 is assigned to Output 1&2 (50/50%)

WP 4 is assigned to Output 4 (100%)

WP 5 is assigned to Output 5 (100%)

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
 - Results that have occurred in the contractor's sphere of responsibility
- The contractor performs the data collection for all activities with respect to the targeted indicators. An M&E plan is to be set for each activity and agreed upon. Data collection is to be performed through tracer studies as well as company surveys at several points in time throughout the course of implementation.
- The contractor reports to GIZ regularly in accordance with the version of the General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ AVB) that is applicable to this contract.
- In addition to the reports provided for in GIZ's General Terms and Conditions of Contract, the contractor submits the following reports:
 - Inception report at the beginning of each work package (max. 2,5 pages)
 - Brief quarterly reports on the implementation status of the project (5 pages)
 - Final report (max. 10 pages two weeks before the end of the contract)

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 (each xxx max 2 pages)

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences. The contractor is expected to contribute to panels and discussions in GIZ conferences and workshops whenever requested and relevant, especially in respect to the implemented measures and lessons learned from the planned services.
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- 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.

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 provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 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 and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. 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.

The data collection for GIZ M&E must be conducted strictly anonymously, meaning that any information relating to an identified or identifiable natural person ('data subject') must be excluded.

Unless explicitly required by GIZ, assessments, reports, surveys, or any other data and information shared with GIZ must be provided strictly anonymously, meaning that any information relating to an identified or identifiable natural person ('data subject') must be excluded. Specifically, data relating to e.g., gender, age, health, religion, or ethnicity must be provided in an aggregated manner.

Where the contractor develops, upgrades, or supports the development of digital tools, data collection tools, platforms, databases, or similar digital solutions on behalf of a GIZ local partner, such tools must comply with the highest applicable data protection standards, in particular the principles of data protection by design and by default, as set out in Annex [3]: "Data protection standards for developing digital tools meant for GIZ's partners". The contractor shall inform GIZ without delay if any applicable national requirement is incompatible

with the provisions of this annex. Where applicable, the relevant partner is recommended to conclude appropriate data protection agreements with hosting, maintenance, or other relevant service providers. GIZ may provide advisory support to the partner in this regard, where required.

The tenderer shall demonstrate its organisational capacity to process personal data responsibly in the context of the assignment. This may include relevant organisational experience, internal data protection or information security procedures, experience in handling participant data and communication materials, and, where available, relevant certifications or standards such as ISO 27001 or equivalent information security/data protection standards. The tenderer shall also confirm that it has not been associated with any serious data protection or information security irregularities within the last two years.

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:**

- Raising awareness of women's integration also in the private sector to ease access to decent jobs and gender sensitive work environment.
- Mentoring programs for young female entrepreneurs could support women in building up a business.
- Develop the capacities of gender equality committee (GEC) in Ministry of Labour. This brings opportunities to further elaborate gender sensitivity in the institution and use it in order to create spillover effects to other close cooperating governmental entities.

The following measures help mitigate unintended negative measures:

- Technical advice on gender diversity management
- Support in the implementation of relevant activities at Ministry of Labour's gender action plan.
- Ensure equal representation of genders in curriculum and training measures.
- Additional to these points, the contractor shall ensure a personnel concept which is balanced in terms of gender and age.

- **Environmental protection and climate action (climate change mitigation/adaptation):**

- Introduce environmental management practices in training and curriculum development measures.
- Raising awareness for private sector in the area of OSH tackling the environmental elements.

- The contractor shall encourage application of procedures in partner organizations which contribute to environment protection and/or climate action

- **Conflict and context sensitivity:**

- The contractor is responsible for complying with the “do no harm”-approach and ensuring that none of the interventions planned for this project are contrary to the basic norms of the country.
- Security precautions: GIZ has no contractual duties to support the contractor in their security and risk management. The establishment and implementation of a risk management system in individual countries by GIZ is carried out only according to the needs of GIZ to protect their own employees. GIZ does not adapt its services to the needs of contractors or other implementing organizations, as GIZ does not offer any security services to third parties.
GIZ can, however, assist other organizations to a certain extent as part of goodwill on site, for example by offering initial on-site briefings or including them in distribution lists for warnings. Information provided by the GIZ Risk Management Office is non-binding and without any guarantee or claim to completeness. Furthermore, there is no entitlement to transport by GIZ vehicles or to GIZ mobile phones in the country of assignment. GIZ does not assume any obligations in this regard, does not conclude agreements with other organizations, and is not liable for the safety of personnel of other organizations. It remains the sole responsibility of each organization to ensure the safety of its own employees.
Therefore, the tenderer is required to outline a security concept that reflects the specific security needs of the personnel deployment in Egypt and ensures the responsible implementation of activities. The contract is to be carried out in a predominantly urban setting, including the capital Cairo and other governorates. The tenderer must present a comprehensive safety and security risk management concept. It is strongly recommended that this concept follows internationally recognized standards, such as ISO 31000 ff. or the Humanitarian Security Risk Management approach. The contractor is responsible for its own logistics, including the operation and maintenance of vehicles for movements within the country. The contractor is also required to allocate a fixed budget for security-related costs, as specified in Chapter 5.8.”

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 is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by

the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept

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. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

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 is required to describe and justify the strategic approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible. They are required to enhance existing strategic approaches described in section 2 and how they would like to implement this.

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up (section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

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

Not applicable

Requirement: 'Gender equality':	6 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	3 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	1 point out of 10 (maximum)
Requirement: 'Human rights':	0 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. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

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 is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project or the partner are met (see section 2). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated. They shall additionally describe how they will connect their M&E-related tasks described in section 2, with the overall monitoring.

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 national resources (for example national institutions, network partners etc.) in the context of service delivery
- The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical and administrative backstopping.
- The tenderer is required to present a diverse personal concept, ensuring a gender-balanced and age-balanced compilation of experts.

Requirement: 1: 2 points out 10 (max.)

Requirement: 2: 4 points out 10 (max.)

Requirement: 3: 4 points out 10 (max.)

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 and age.

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

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

Key Expert 1: Team leader with international experience (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1: Team leader with international experience

- Overall responsibility for the advisory packages of the contractor

- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Preparing subcontracting documents and managing subcontracts

Qualifications of expert 1:

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in business, business economics, project management, Human Resources or law or education (Master or 1st state examination)
Language (section 2.1.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (7 out of 10 points), Knowledge of German C1-level in the Common European Framework of Reference for Languages (3 out of 10 points)
General professional experience (section 2.1.3 of the assessment grid):	7 years of professional experience in project management in the field of labour market
Specific professional experience (section 2.1.4 of the assessment grid):	6 years of professional experience in strategic communication or in strategy development in the field of labour market
Leadership/management experience (section 2.1.5 of the assessment grid):	6 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 2.1.6 of the assessment grid):	4 years of professional experience outside MENA region and outside the home country
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	4 years of professional experience in the MENA region (in accordance with UN DESA Statistics Division) (5 out of 10 points), of which 1 year in Egypt (5 out of 10 points)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	4 years of experience in development cooperation projects

Other (section 2.1.9 of the assessment grid):	4 years of experience in financial management and contract management (5 out of 10 points) 4 years of experience in the labour market of Egypt (5 out of 10 points)
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Key Expert 2: Communication Expert with national experience (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of expert 2: Communication Expert with national experience

- Implementing the strategic set up of communication, including evaluation of their outreach and effectiveness
- Provide media management and partnerships
- Implementing capacity development for communication related activities
- Steering of the complete media coverage, including events
- Responsible for communication-related subcontracting, and steering of these subcontractors
- Quality assurance of all communication-related material
- Steering the logistical management of strategic communication and media events.

Qualifications of expert 2.

Education/training (section 2.2.1 of the assessment grid):	Advanced university degree (master's or equivalent) in Media and communication, international development, or public relations
Language (section 2.2.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (7 out of 10 points) and Arabic, C1-level (3 out of 10 points)
General professional experience (section 2.2.3 of the assessment grid):	5 years of professional experience in media and communication or public relations
Specific professional experience (section 2.2.4 of the assessment grid):	4 years of professional experience in strategic communication (5 out of 10 points) 4 years of professional experience in communication or public relations in the field of labour market (5 out of 10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	2 years of experience outside Egypt

Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	5 years of experience in MENA region (5 out of 10 points), of which 3 years in Egypt (5 out of 10 points)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	2 years of experience in development cooperation
Other (section 2.2.9 of the assessment grid):	Not applicable

Key Expert 3: Technical Expert with national experience (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of expert 3

- Technical support activities related to employment promotion and decent work.
- Coordination with Egyptian stakeholders, including ministries, service providers, and SMEs.
- Planning, implementation, and follow-up of key project activities under all work packages.
- Act as the national focal point supporting the Team Leader in day-to-day project implementation.
- Steering of the international and national short-term pools

Qualifications of the expert 3:

Education/training (section 2.3.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in economics, labour economics, human resource management, labour law or business administration
Language (section 2.3.2 of the assessment grid):	Knowledge of English C1-level in the Common European Framework of Reference for Languages (7 out of 10 points) and Arabic, C1-level (3 out of 10 points)
General professional experience (section 2.3.3 of the assessment grid):	7 years of professional experience in project management of employment or labour market projects
Specific professional experience (section 2.3.4 of the assessment grid):	5 years of professional experience in supporting government stakeholders in Egypt on labour market or employment promotion.
Leadership/management experience (section 2.3.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	2 years of professional experience outside Egypt

Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	5 years of professional experience in MENA region (in accordance with UN DESA Statistics Division) (5 out of 10 points), of which 3 years in Egypt (5 out of 10 points)
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):	5 years of professional experience in working with SMEs and training providers in the context of labour market measures. (5 out of 10 points) 1 years of experience in the field of employment strategies (5 out of 10 points)

Expert 4: Short-Term Expert Pool 1 ‘Technical experts pool with national experience with up to 5 experts’

- 1 Expert in Employment policy
- 1 Expert in MEL (Monitoring & Evaluation Learning)
- 1 Expert in Gender Equality & Social Inclusion (GESI)
- 1 Expert in Capacity Development for gender-related aspects
- 1 Expert in Capacity Development in employment-related fields.

No CVs of experts will be assessed for this pool; All short term experts of expert pool 2 are required to meet the minimum qualification standards outlined below in order to be deployed. GIZ will extend final approval for deployment of short-term experts based on the ToR and proposed CVs of the potential candidates in case of each assignment.

Tasks of expert pool 1

- Support in institutional assessment, policy formulation workflows and stakeholder engagement mechanism
- Provide technical inputs to align monitoring, evaluation, and learning systems
- Support the roll-out and coordination of the National Employment Strategy focusing on GESI
- Design and implement inclusive training and awareness campaigns incorporating gender and inclusion principles
- Support the MoL Training Unit’s functional assessment and recommend performance improvement actions regarding GESI.
- Develop sustainable business models and financing strategies for training and advisory services for the employment centres.
- Prepare final handover packages including operational tools and sustainability plans for institutional uptake for the employment centres.

Qualifications of the expert pool

Education/training	All experts with a university degree (e.g. 'master's or German Diplom'): 2 experts in public policy, labour economics, development studies, governance or social sciences 1 expert in monitoring and evaluation, development economics, or public policy or social sciences. 2 experts in gender studies, or political science, or social sciences.
Language	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Language and knowledge of Arabic, C1-level
General professional experience	All experts with 5 years of professional experience: 1 expert in employment policy design, public administration, or labour reform. 1 expert in MEL frameworks, and reporting system 1 expert in conducting research studies, case studies, or gender mainstreaming 1 expert in capacity development on labour market or employment related fields 1 expert in capacity development on gender equality or women economic empowerment
Specific professional experience	All experts with 4 years of professional experience: 1 expert in policy operationalisation in the field of employment, 1 expert in evaluation methodologies development 1 expert in gender equality or women's economic empowerment and social inclusion 1 expert in developing and implementing gender equality related trainings 1 expert in developing and implementing employment related trainings).
Leadership/management experience	Not applicable
International professional experience outside the country/region of assignment	All experts with 1 year of professional experience outside Egypt
Professional experience in the country/ region of assignment	All experts with 3 years of professional experience in Egypt
Experience in the field of development cooperation (section	All experts with 2 years of experience in development cooperation projects
Other	All experts with 2 years of experience in project coordination

Expert 5: Short-Term Expert Pool 2 ‘Technical experts pool with national experience with up to 4 experts’

- Expert Curriculum Development with national experience
- Expert Organisational Development with national experience
- Expert Service sustainability & Business Development with national experience
- Expert Labour Law & Compliance Advisory with national experience

No CVs of experts will be assessed for this pool; All short term experts of expert pool 2 are required to meet the minimum qualification standards outlined below in order to be deployed. GIZ will extend final approval for deployment of short-term experts based on the ToR and proposed CVs of the potential candidates in case of each assignment.

Main Key Tasks of the Expert Pool:

- Development of inclusive, gender-responsive job-preparation curricula
- Develop inclusive digital learning methods for training designs
- Develop moduls for intercultural sensitivity for working abroad.
- Develop and implement ToTs for service providers
- Align monitoring mechanisms for SST, LST, and new services with the LMAP II M&E framework, and document/disseminate success stories, case studies, and promotional materials.
- Provide recommendations for scaling and integrating tools design sustainable business models and advise on innovative approaches for long-term financial viability
- Build capacity of service providers and MoL inspectors on labour law and compliance; coach providers/trainers to pilot new or enhanced services in Egyptian SMEs.

Qualifications of the expert pool

Education/training	All experts with a university degree (e.g. ‘master’s or German Diplom’): 1 expert in international development, public administration, human resources, education, or Social Sciences. 1 expert in Human Resources or Public Administration. 1 expert in Business Administration, Economics, or Social Innovation. 1 expert in Law or Labour Relations.
Language	All experts with knowledge of English, C1-level in the Common European Framework of Reference for Language and knowledge of Arabic, C1-level
General professional experience	All experts with 5 years of professional experience: 1 expert in training development or Education. 1 expert in human resources. 1 expert in business development. 1 expert in labour law.
Specific professional experience	All experts with 4 years of professional experience:

	1 expert in curriculum development for job preparation programmes. 1 expert in organisational change processes, or coaching 1 expert in developing business models for training or advisory service 1 expert in labour law application.
Leadership/management experience	Not applicable
International professional experience outside the country/region of assignment	All experts with 1 year of professional experience outside Egypt
Professional experience in the country/ region of assignment	All experts with 3 years of professional experience in Egypt
Experience in the field of development cooperation	All experts with 2 years of experience in development cooperation projects
Other	All experts with 2 years of experience in project coordination and coaching.

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.

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
Key Expert 1: Team Leader	30	170	200	Yes	3	1
Key Expert 2: Communication Expert with national experience	0	200	200	n/a	0	1
Key Expert 3: Technical Expert with national experience	0	200	200	n/a	0	1
Expert 4 (Expert pool 1): Short-Term Expert Pool 1 'Technical experts pool with national experience	0	345	345	n/a	0	0
Expert 5 (Expert pool 2): Short-Term Expert Pool 2 'Technical experts pool with national experience	0	260	260	n/a	0	0

Backstopping	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
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5.2 National administrative staff

The contractor must submit a proposal for the assignment of following national administrative staff:

- 1 Support staff for 10 months
- 1 Office assistant for 10 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
Total number of international flights	3 round trips
Total number of regional/national flights	3 round trips
CO ₂ offsets for flights	2,100 EUR A fixed and unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport)	50 months (10 months x 5 Experts)

Per-diem allowances (national travels)	200 days
Accommodation allowances	150 days
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	1,120 EUR A fixed, unalterable budget, settlement against evidence

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
- Other travel expenses

Notes on the settlement of accommodation allowances outside Germany

For the country Egypt, tenderers may offer accommodation allowances up to EUR 112 Euro. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

- If the contractor offers accommodation allowances at up to 75% (lower percentage where applicable) (EUR 84) 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% (lower percentage where applicable) and 100% (EUR 84 and EUR 112) 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.

Accommodation allowances outside Germany that exceed the maximum amount permissible under tax law as stipulated by BMF and were unavoidable (e.g. due to security requirements) can be settled exclusively on presentation of a written justification of the specific case for the evidenced costs up to the contractually agreed amount.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

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 30,000

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.
	Facilitation bags, pin boards, flip charts	Office furniture Basic IT equipment, e.g. laptops for experts, printers

5.5 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer. **Higher lump sums are not to be included in the tender.**

Lump-sums that are not specified are to be offered by the tenderer (with no upper limit).

	Months	Lump sum per month up to
Office Operation costs	10	1000 EUR

5.6 Workshops, education and training

Workshop budget: EUR 250,000 EUR

The fixed, unalterable budget above is earmarked for up to 40 workshops as well as trainings specified in WP2, WP3, WP4, and WP5 and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire, (including renting data shows, screens, sound systems, flip charts)
- Technical systems
- Moderation services

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- Translation/interpreting services
- Printing services
- Catering
- Workshop materials such as stationeries, printed training material)
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

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

5.8.1 Security Budget: EUR 5.000

This fixed, unalterable budget is available for any costs that may be incurred in connection with security of the contractor's experts, e.g. evacuation costs.

5.8.2 Communication and visibility services and materials: EUR 25.000

This fixed and unalterable budget (settlement against evidence) is earmarked for the development, design, printing of communication and visibility materials. This includes, among others, roll-ups, banners, other visibility items, informational materials, and printed manuals or guidance documents used during project-related events, outreach activities, and capacity-building initiatives.

5.8.3. Subcontracting: EUR 300.000

The subcontracting budget shall cover operational, logistical, event management, communication, visibility, and production-related services required to support the implementation of activities across the five work packages. It is not intended to cover technical advisory tasks or duplicate the contractor's expert inputs. The budget foresees the engagement of several subcontractors/service providers at different stages of implementation, with all contracts remaining below the applicable EU procurement threshold.

The contractor's experts remain responsible for the technical design of activities, development of and methodologies, facilitation approach, quality assurance, coordination with GIZ and relevant partners, as well as the overall supervision and management of implementation activities.

Subcontractor services may include, for example, event logistics and coordination, production and printing of materials, communication and visibility products, photography, videography, graphic design, social media-related content, and other communication or event-related arrangements. References to training delivery support, training providers, or training venues

have intentionally been excluded from this subcontracting budget in order to avoid duplication with the contractor's expert inputs and other relevant budget lines.

The subcontracting budget was calculated as an estimated ceiling/envelope based on the anticipated operational, logistical, event management, communication, visibility, production-related, and conditional participant-related costs over the full assignment period and across all five work packages. These services require local operational arrangements, specialized service provision, or production capacity and are therefore not expected to be implemented directly by the contractor's technical experts.

The budget was calculated based on the assumption that the contractor will engage several local subcontractors/service providers for different services, such as logistics and event management or communication and on for (video)-production-related support services. For example, one for event/logistics support and another for communication or visibility products. In all cases, the number, scope, and selection of subcontractors shall be discussed with and pre-approved by GIZ before contracting. Each subcontract has to remain below EU-threshold.

The selection of the subcontractors is carried out by the contractor in accordance with section 2.4.2 of the General Terms and Conditions (AVB), public procurement regulations as well as Egyptian Laws.

Where subcontracted services involve communication products, visibility materials, success stories, photos, videos, testimonials, social media content, participant-related materials, or any other material that may include personal data or identifiable individuals, the contractor remains responsible for ensuring compliance with all applicable data protection, confidentiality, consent, and information security obligations. Personal data, images, names, quotes, testimonials, or other identifiable information may only be used where an appropriate legal basis exists and where the concerned individuals have been duly informed.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 125.000

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 English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 30 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
- 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
- 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) (if relevant)
- 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) (if relevant)

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

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

Subject of the tender procedure: Integrated Technical Assistance to the Ministry of Labour under Labour Market Access Project II (LMAP II)



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8. Annexes

- Annex 1: Capacity development strategy
- Annex 2: Map of actors
- Annex 3: Data protection standards for developing digital tools meant for GIZ's partners