

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

CONFIDENTIAL

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|------------------------------------------------------------------------------|---------------------------------------|
| <b>Project title:</b>                                                        | <b>Processing number/cost centre:</b> |
| Promoting Employability and Entrepreneurship in Turkana West                 | G-011962-001                          |
| <b>Country:</b>                                                              | <b>Internal order:</b>                |
| Kenya                                                                        | F-260365                              |
| <b>Subject of the tender procedure:</b>                                      | <b>Tender number:</b>                 |
| Sustainable Economic Opportunities for Youth in Turkana West and Lokichoggio | 10024964                              |

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**0. List of abbreviations**

|       |                                                                                                                                                              |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CBO   | Community based organisation                                                                                                                                 |
| CRRF  | Comprehensive Refugee Response Framework                                                                                                                     |
| DRS   | Department of Refugee Services                                                                                                                               |
| GTC   | General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH |
| KISED | Kalobeyei Integrated Social-Economic Development Plan                                                                                                        |
| KKCF  | Kakuma Kalobeyei Challenge Fund                                                                                                                              |
| KNCCI | Kenya National Chamber of Commerce and Industry                                                                                                              |
| KOMP  | Cost per output monitoring and forecast                                                                                                                      |
| LoI   | Letter of intent                                                                                                                                             |
| MHPSS | Mental Health Psycho Social Support                                                                                                                          |
| MoU   | Memorandum of Understanding                                                                                                                                  |
| MSME  | Micro, small, and medium enterprises                                                                                                                         |
| NEA   | National Employment Agency                                                                                                                                   |
| RMO   | Risk Management Office                                                                                                                                       |
| ToRs  | Terms of reference                                                                                                                                           |

## **1. Context**

### Background

Kenya hosts over 830,000 refugees and asylum seekers with a significant proportion living in Kakuma camp and Kalobeyei settlements of Turkana West sub-county. These settlements are characterized by protracted displacement settings where many refugees face significant barriers to acquiring skills, income, and economic self-reliance, resulting in strong dependency on humanitarian aid and other support services. Turkana County is one of the economically mostly marginalized regions in Kenya. Poverty levels are significantly high, affecting both the host community and the refugee population. The local economy is largely underdeveloped and is mainly based on small-scale trade in consumer goods and informal economic activities. Employment opportunities are limited and concentrated in a few areas such as small businesses, services, and humanitarian organizations.

The region is also affected by recurrent climate-related shocks, including droughts and floods, which further constrain livelihood opportunities, particularly in agriculture. Infrastructure limitations, remoteness, and limited access to markets continue to hinder economic development in the Turkana West. As a result, both refugee and host communities remain highly dependent on humanitarian assistance and support services.

At the policy level, the Government of Kenya has committed to international frameworks such as the Comprehensive Refugee Response Framework (CRRF) and has developed national and local strategies, including the Kalobeyei Integrated Socio-Economic Development Plan (KISED), which aim to promote self-reliance and improve socio-economic conditions for both refugees and host communities. In March 2025, Kenyan Government has launched a *Shirika-Plan*<sup>1</sup> which aims at a full socio-economic integration of refugee camps into the host communities by 2036. However, challenges remain in the practical implementation of these frameworks, particularly regarding access to employment and economic opportunities.

### Problem Analysis

The socio-economic situation in Turkana West is characterized by a combination of structural challenges that limit the self-reliance of both refugees and host communities. Some of the key challenges are: high youth unemployment, protracted displacement, and a weak private sector.

- Youth unemployment is widespread and acute. A large proportion of the population, both refugees and host community members, is under the age of 25, yet access to quality education, vocational training, and employment opportunities remains extremely limited. Many young people lack market-relevant skills, while existing training opportunities are often inaccessible due to cost, distance, or mismatch with labour market needs. As a result, young people struggle to transition into productive employment or self-employment.
- Protracted displacement has created long-term dependency on humanitarian aid. Refugees in Kakuma and Kalobeyei face restrictions on movement and employment,

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<sup>1</sup> "Shirika" comes from the Swahili word *Ushirika* which means coming together.

limiting their ability to engage in sustainable livelihood activities. At the same time, the host community experiences similar constraints due to poverty and limited economic opportunities. This shared vulnerability contributes to low levels of socio-economic self-reliance, increases pressure on already scarce local resources, and fuels inter-communal tensions.

- The private sector in Turkana West remains underdeveloped. Most businesses operate informally as micro or small enterprises with low productivity, limited access to finance, and to business development services. The absence of a strong private sector reduces job creation and limits opportunities for economic growth. In addition, institutional capacities to provide business support, vocational training, and labour market information are insufficient, further constraining economic participation.
- Gender inequalities remain a significant cross-cutting issue. Women and girls face additional constraints in accessing education, employment, and financial resources, often due to cultural norms and caregiving responsibilities. Consequently, their participation in economic activities remains significantly lower than that of men.

### Project Objective

The project aims to strengthen the socio-economic self-reliance of youth from refugee and host communities by addressing both supply- and demand-side constraints in the local labour market. The overall objective is to enhance employability, income generation, and economic participation among young people through an integrated approach that combines skills development, labour market access, and private sector support. To achieve this, the BMZ-funded project “Promoting Employability and Entrepreneurship in Turkana West” follows the integrated approach to employment promotion by focusing on three interrelated results areas:

- Expanding access to demand-driven, employment-oriented vocational training and qualification measures.
- Strengthen the socio-economic self-reliance of youth from refugee and host communities in Turkana West sub-county.
- Improve access for young people (refugees and hosts) to business-related services and support in Turkana West, thereby strengthening MSME competitiveness and income prospects and laying foundations for job creation.

### Target Groups

The primary target group comprises **youth** aged approximately **15–34 years** from both refugee and host communities in Turkana West, with particular attention to women and other vulnerable groups. The project follows an inclusive approach, ensuring balanced participation between refugees and host populations and promoting gender equity.

Secondary target groups include intermediary actors such as vocational training institutions, local authorities, private sector organisations and civil society actors. These institutions are supported to improve their capacity to provide relevant, accessible and demand-driven services to the target groups.

### Partner Landscape

The project is engaging with a wide variety of partners covering the governmental actors, private sector, as well as the civil society:

- Political implementing partner is the Department of Refugee Services (DRS) under the Ministry of Interior and National Administration. DRS oversees refugee policy and CRRF implementation and collaborates with Turkana County and UNHCR at local level.
- The County and sub-county governmental actors are Turkana County Government, particularly the departments for Trade, Gender, and Youth and the Deputy County Commissioner's office. The Huduma/Biashara Centre in Kakuma is a key access point to business-related and civil services; mobile deployments extend reach to remote wards.
- Private sector and business ecosystem is represented by Kenyan National Chamber of Commerce and Industry (KNCCI). Its Turkana branch expands membership and services to refugee and host MSMEs, delivers training, mentorship and networking, and co-convenes Public-Private-Dialogues with county administration and DRS. The IFC/KfW KKCF provides complementary investments and firm support within the target region.
- Implementation partners of the project stem from accredited training institutions and experienced NGOs/CBOs in Kakuma/Kalobeyei and Turkana West (e.g. Don Bosco, CAP Youth Empowerment Institute, and other local providers) co-deliver tailored business support, mentorship, incubation and financial literacy courses using gender-sensitive modalities (childcare, flexible scheduling, safe spaces).
- UNHCR and other humanitarian and development partners are involved through project's alignment KISED P and projects participation in KISED P working groups which ensure complementarity with humanitarian livelihoods efforts and continuity along the Humanitarian Development Peace nexus.

## **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.

### **2.2 Objectives, indicators, work packages, milestones**

The contractor is responsible for achieving the objectives and indicators described in this document. (The results matrix is available in **Annex 1**)

#### Overall module objective

The socio-economic independence of young people from the refugee community and the host population in the Turkana West sub-county has been strengthened.

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Module objective indicators

| Module objective indicator                                                                                                                                                                                                                         | Expected contribution from the contractor                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MOI 1: 80% of the 2,500 participants in employment promotion measures surveyed (of which 50% are refugees and 50% are the host population, of which 30% are women) confirm the benefits for individual employability                               | 80% of the <b>1,000</b> participants in employment promotion measures surveyed (of which 50% are refugees and 50% are the host population, of which 30% are women) confirm the benefits for individual employability                             |
| MOI 2: 50% of the 1,900 people surveyed (of which 50% are refugees and 50% are hosts, and 30% of whom are women) who have participated in income support measures confirm an increase in their income up to 3 months after the end of the measure. | 50% of the <b>800</b> people surveyed (of which 50% are refugees and 50% are hosts, and 30% of whom are women) who have participated in income support measures confirm an increase in their income up to 3 months after the end of the measure. |
| MOI 3: 80% of 800 micro-entrepreneurs (of which 50% are refugees and 50% of the host population and 30% of whom are women) who have received support services for companies confirm the benefits for corporate management                          | 80% of <b>600</b> micro-entrepreneurs (of which 50% are refugees and 50% of the host population and 30% of whom are women) who have received support services for companies confirm the benefits for corporate management                        |

**Output: 1** (40% of the scope of the contract)

*Output 1 Objective:*

The conditions for socio-economic independence of young people from the refugee community and the host population in the Turkana West sub-county have improved.

| Output indicator                                                                                                                                                                                                          | Expected contribution from the contractor                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OI 1.1: 9,500 young people, 50% of whom are from the refugee community and 50% from the host population, and 30% of whom are women, have been reached with measures to provide information relevant to the labour market. | <b>2,000</b> young people, 50% of whom are from the refugee community and 50% from the host population, and 30% of whom are women, have been reached with measures to provide information relevant to the labour market. |
| OI 1.2: 9 measures have been implemented to improve access for young people to information relevant to the labour market in line with the target group.                                                                   | <b>1</b> measure has been implemented to improve access for young people to information relevant to the labour market in line with the target group.                                                                     |

**Output 3** (60% of the scope of the contract)

*Output 3 Objective:*

Access to business-related services and support services has improved for young people from the refugee community and the host population in the Turkana West sub-county.

| Output indicator                                                                                                                                                                                                                                                                                            | Expected contribution from the contractor                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OI 3.1: 4,300 micro-entrepreneurs, 50% of them from the refugee community and 50% from the host population, 30% of whom are women, have success-fully participated in target group-oriented support offers for the economic improvement of their company.                                                   | <b>800</b> micro-entrepreneurs, 50% of them from the refugee community and 50% from the host population, 30% of whom are women, have success-fully participated in target group-oriented support offers for the economic improvement of their company. |
| OI 3.2: 10 Agreements to improve the socio-economic development of the Turkana West sub-county were reached in public-private dialogue formats between representatives of the local economy, the (sub-)county administration and the target groups (refugees and host population, especially young people). | Analyse the impact of those agreements on the socio-economic development in Turkana West sub-county and harvest any measurable outcomes for the project target groups.                                                                                 |

The contractor is responsible for providing the following work packages in line with above indicators and for achieving the corresponding milestones:

**Work package 1 (part of Output 1): Career guidance and counselling to youth**

*Contextual Information:*

The intervention in Turkana West and Lokichoggio is situated within a historic shift in Kenya's refugee policy following the ratification of the 2021 Refugees Act, which marks a transition from a restrictive "camp" model to an integrated "settlement approach." This evolution is now driven by the *Shirika* Plan, which was officially endorsed and commissioned by the President of Kenya in March 2025 to transform Kakuma and Kalobeyei into integrated, self-sustaining municipal settlements. This strategic framework aligns with the Comprehensive Refugee Response Framework (CRRF) to promote socio-economic integration and freedom of movement. However, this transition occurs in one of Kenya's most structurally marginalized regions, where a profound lack of socio-economic autonomy among youth remains the core problem; currently, majority of both host and refugee population lives below the poverty line, a situation worsened by climate-related shocks such as recurrent droughts and floods.

The local economy relies heavily on informal trade, and beyond limited sectors like hospitality, security, and NGO employment, opportunities for formal work are sporadic or non-existent. This creates a state of prolonged dependency on support services, particularly for young women who face the highest barriers to autonomy due to cultural norms and gender roles. Operating at the intersection of the Humanitarian-Development-Peace (HDP) nexus, the project must address a deep-seated "dependency syndrome" where youth defined by the



Kenyan Constitution as 18 – 34 often lack the soft skills, certified technical qualifications, and psychological resilience to navigate a competitive, self-reliant market.

Evidence from past implementation (2023-2024) demonstrates that traditional, lecture-style career guidance is insufficient to break these cycles. To strengthen socio-economic self-reliance, the intervention must adopt a holistic qualification approach that moves beyond basic information sharing. This strategy incorporates Personal Discovery to build individual agency, MHPSS Integration to provide the mental resilience necessary to remain in the labour market despite structural hardships. By synchronizing guidance with the needs of the Kenya National Chamber of Commerce and Industry (KNCCI), the Department for Refugee Services (DRS), and the National Employment Agency (NEA), the project shall ensure that youth are not merely informed, but are strategically prepared to participate in the long-term development of the Turkana West economy as envisioned under the Shirika Plan.

*Activities to be implemented by the service provider:*

The service provider is expected to design and implement a programme or a series of interventions providing in and out of school youth with career guidance and counselling options, with a special focus on the youth in the final years of secondary education. The interventions shall be *human centred* and consider involvement of psychosocial "Bounce-Back" tools. While the exact intervention design lies within the responsibility of the service provider, combining following intervention tracks, resulting on past experience within the project, shall be considered:

*Personal Discovery & Career Orientation*

Career clubs can be established for final year students in either secondary schools or pre-existing youth clubs within the community. Youths can be guided in the discovery of their interest, strengths, and value with appropriate self-assessment tools. The target youth could be exposed to local economic opportunities through partnership with KNCCI and NEA. Further, role model talks with successful local entrepreneurs from both refugee and host community can inspire the youths to pursue long-term economic goals.

*"Bounce-Back" Psychosocial Resilience*

The "Bounce-Back" Psychosocial Resilience Track shall be a continuous support component designed to strengthen youth's mental and emotional capacity to navigate uncertainty and setbacks. It could combine structured group sessions with individual counselling, using trauma-informed and culturally sensitive approaches. Participants shall engage in practical exercises on stress management, self-awareness, goal-setting, and adaptive thinking, while peer support circles could foster trust and shared learning. The program would integrate storytelling, role play, and problem-solving scenarios to normalize failure and build persistence. By reinforcing confidence, emotional regulation, and motivation, it can enable youth—especially vulnerable young women—to remain engaged in career pathways despite challenging socio-economic conditions.

*Employability Skills & Linkages to Labour Market*

This set of activities shall focus on strengthening core employability and soft skills and provide practical exposure to real work environments. Participants shall receive hands-on training in CV writing, formulating job applications, interview techniques, workplace communication, teamwork, time management, and professional conduct. Emphasis shall be placed on building confidence, adaptability, and problem-solving abilities relevant to informal and emerging labour markets. Youth should be then matched with local businesses, community enterprises, or

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service providers for short-term attachments, where they apply these skills in practice. Through mentorship and learning-by-doing, participants gain real-world experience, professional networks, and the readiness to transition into employment or income-generating activities.

The service provider is encouraged to use the pre-existing facilities of secondary schools, youth clubs, and the local NEA office within the Huduma-Biashara Center. However, mobile outreach might be necessary to reach youth outside of the urban area of Kakuma. Considering the number of youths to be reached, the targeted participants might have to be divided into different cohorts which might run in parallel on different locations (e.g. Kakuma & Lokichoggio).

**Key Deliverables:**

- Inception report outlaying the proposed activities, modes of programme delivery and implementation strategy
- Training measures reaching 2,000 youths in Kakuma and Lokichoggio
- Provide viable psychosocial support activities tailored to strengthen the resilience of the targeted youth
- Link designed activities to NEA and KNCCI offices in Kakuma
- Final Report on Work Package 1

**Assumed timeframe:**

The assumed allocation of working days within the assignment period amounts up to 420 working days, which would be distributed between several experts. The calculation results from following assumption:

- Designing the intervention and final reporting: 10 days
- Selection of participants: 10 days
- Implementation of various measures: 400 days

| <b>Milestones for work package 1 / Output 1</b> | <b>Delivery period</b> |
|-------------------------------------------------|------------------------|
| Inception report                                | March 2027             |
| Partial achievement of output indicator 1.1.    | February 2028          |
| Partial achievement of output indicator 1.2     | March 2028             |

**Work package 2 (part of Output 3): Business Development Services to MSMEs**

**Contextual Information:**

Many entrepreneurs in Kakuma and Lokichoggio sub-counties operate informally, lacking skills in budgeting, record-keeping, pricing, and investment planning. Targeted training shall equip them to manage cash flow, access credit responsibly, and make informed decisions that improve profitability and resilience. It should foster innovation, value addition, and market linkages, enabling businesses to scale sustainably. Strengthening these capacities will not only enhance enterprise performance but also drive job creation, reduce poverty, and support inclusive economic development across underserved rural communities. Experience has shown that the success of these training measures depends on a continuous mentorship which follows the initial training measure.

GIZ has already developed a training curriculum for such trainings which have been administered in 10-day training sessions. The service provider can utilise this curriculum or ad

to it in line with the learning outcomes envisioned for this activity. Further, there is a pool of local coaches trained by GIZ, which can be utilised by the service provider as well. These coaches have been delivering the GIZ curriculum and conducting business mentorship since 2024.

*Activities to be implemented by the service provider:*

The service provider is expected to deliver training in entrepreneurship, financial literacy and psychosocial skills to entrepreneurs and village loan and saving groups (VSLA) from Turkana West and Lokichoggio sub-counties (incl. Kakuma, Kalobeyei, Lopur, Song'ot and Lokichoggio wards). The total number of current as well as aspiring entrepreneurs to be reached is 800. To simplify the logistics for the participating entrepreneurs, the training courses shall be offered both in Kakuma and Lokichoggio.

Guided by the already developed Entrepreneurship and Financial literacy curriculum, a combination of interactive sessions, case studies, practical sessions and group work will be employed by the experts in the delivery of this training. The training should equip entrepreneurs with the skills and knowledge in entrepreneurship, financial planning, marketing, business ideation, pricing, business planning, business canvas models, advertising as well as psychosocial support skills needed to effectively operate and manage a business. By the end of the training, participants will be expected to achieve following learning outcomes:

- a) Demonstrate increased self-awareness, confidence, and decision-making skills.
- b) Identify and apply core life skills such as communication, empathy, and stress management.
- c) Understand basic entrepreneurship concepts including idea generation, business planning, and marketing.
- d) Manage personal and business finances through budgeting, saving, record-keeping, and financial goal setting.
- e) Develop action plans for launching or strengthening micro and small businesses in their communities.

Following the training provision, each participant shall become a mentee in a follow-up program. Every mentee will receive 2 mentoring sessions per month for the duration of 3 months following the training (in total, 6 sessions per entrepreneur).

The contractor shall aid GIZ in the selection of the entrepreneurs and consecutively carry out the verification of the business activities of the selected participants. Moreover, the contractor will identify success stories attributed to the project's activities and support with their documentation. The contractor is encouraged to utilise a pool of trainers who have been already trained by GIZ in the past and have a detailed knowledge of the implementing region.

*Key Deliverables:*

- Inception Report (incl. selected methodology and workplan)
- Verification of Business Activity of selected entrepreneurs
- Facilitation of up to 27 training courses reaching 800 participants.
- 4,800 individual mentoring sessions (comprising of 6 sessions per mentee conducted twice per month for a 3 month period)
- Final Report on Work Package 2

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**Assumed timeframe:**

The assumed allocation of working days within the assignment period amounts up to 2,230 working days, which would be distributed between up to 10 local experts. The calculation results from following assumption:

- Selection of participants: 9 days (3 days with 3 experts involved)
- Verification of the selected participants: 80 days (8 days with 10 trainers involved)
- Delivery of 27 trainings: 540 days (2 trainers involved per training)
- Mentorship program for trained entrepreneurs: 1,600 days (10 coaches, 80 mentees per coach, 6 sessions per mentee).
- Final reporting: 1 days

| <b>Milestones for work package 2</b>          | <b>Delivery period</b> |
|-----------------------------------------------|------------------------|
| Presenting a detailed concept with a workplan | February 2027          |
| 27 Training sessions held                     | February 2028          |
| Partial achievement of output indicator 3.1.  | February 2028          |
| Submission of final report for WP2            | March 2028             |

**Work package 3 (part of Output 3): Outcome Harvesting based on agreements to improve the socio-economic development of the Turkana West sub-county**

**Contextual Information:**

In line with the pillar of Kalobeyei Integrated Social-Economic Development Plan (KISED P) for livelihoods and private sector, sustainable social economic self-reliance among the refugees and host communities shall be enabled through improved business environment for the private sector to operate and access to business opportunities available along different value chains and thus unlock potential for income distribution, accelerate the institutional transformation and manage legal, regulatory, and administrative issues that hinder social economic development and investments in Turkana West.

To help this effort, GIZ in collaboration with the Kenya National Chamber of Commerce and Industry (KNCCI) employed an inclusive multistakeholder approach bringing together UN agencies, donors, development partners, international NGOs, the County Government, National Government Agencies, private sector, civil society organizations, media and the business community through an exchange forum dubbed Public Private Dialogue (PPD).

The KNCCI – Turkana Chamber is a chapter of KNCCI, a non-profit autonomous business membership organization (BMO) established in 1965 as the umbrella body of the private sector in Kenya. The Turkana Chamber represents and protects the interests of the business community in Turkana County by supporting the transition of micro and small enterprises to medium enterprises, lobbying for a favorable environment for businesses within the County, and promoting Turkana County as a preferred investment hub.

KNCCI played a leading role, in mobilizing and spearheading the PPDs. The fora were organised along specific business sectors and carried out in the 7 wards of Turkana West; i.e. Kakuma, Kalobeyei, Lopur, Letea, Songot, Nanam, and Lokichoggio. They aimed at giving the business community an opportunity to engage with responsible governmental counterparts and air the challenges they face in operating business in Turkana West.

Between April 2023 and August 2024, in total 84 PPDs were implemented across Turkana West. In every PPD, government departments in which the respective business sector falls under, was invited as well as other departmental heads and other stakeholders in order to listen and to respond to the challenges. Minutes for every PPD were recorded, challenges documented and the most common ones or recurrent among the different business sectors were developed into 10 binding agreements.

For the initial duration of 1 year, 10 agreements were signed in August 2024 by the duty bearers, the business sector representatives and the KNCCI. The chamber was charged with the responsibility to follow up with the implementation of the agreements by the duty bearers i.e. the government and to provide feedback to the business community. The agreements were signed with following bodies:

- Deputy County Commissioner, Turkana West
- Ministry of Trade (County Government)
- Ministry of Health (Public Health Officer)
- Turkana West Boda-Boda Associations
- Contractors, Suppliers & Service Providers (TWECA)
- Department of Livestock & Agriculture
- Department for Refugee Services (DRS)
- Kakuma Biashara Centre (TCG Trade)
- National Police Service (NPS) – Turkana West
- Traders Agreement (Traders Association & Refugee Representatives)

**Activities to be implemented by the service provider:**

The service provider shall analyse the impact of the 10 agreements on the socio-economic development in Turkana West sub-county and harvest any measurable outcomes for the project target groups. The service provider shall initiate a participatory, evidence-based process which will allow to identify any actual changes resulting from the agreements, analyse how the GIZ intervention contributed and capture any intended and unintended outcomes (both positive and negative). The analysis of the data harvesting shall capture any changes resulting in, for example, reduced administrative barriers, improved service delivery to businesses, increased business formalization or expansion, strengthened public–private coordination, etc. In order to ensure that all documented outcomes can be substantiated and that reported changes in the business environment are credible, the identified outcomes shall be verified by a third party.

The service provider will be responsible for the design and implementation of the outcome harvest exercise. The project will support the service provider in identifying informants and respondents to participate in the questioning part and data gathering.

The results of the outcome harvesting shall be presented to relevant stakeholders identified by GIZ in a ‘Learning Workshop’. The final results, i.e. the final report and the feedback received in the learning workshop, shall inform the development of the Local Economic Development Plan (Work package 4).

**Key Deliverables:**

- Inception Report (incl. methodology, tools, workplan)
- Outcome Database: well-structured outcome statements which could allow for them to be used in other analyses of the project, if necessary

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- Validated Outcome Set: list of substantiated/verified outcomes
- Final Report (including findings, contribution analysis, lessons, recommendations for further interventions)
- Facilitated Learning Workshop (with presentation of findings to relevant governmental and private sector stakeholders)

**Assumed timeframe:**

The assumed timeframe for the assignment is 37 working days within 10-week period, according to following assumption:

- Design & inception: 5 days
- Document review & outcome drafting: 7 days
- Fieldwork / interviews: 12 days
- Verification: 4 days
- Analysis & reporting: 6 days
- Workshop preparation & facilitation: 3 days

| Milestones for work package 3  | Delivery period |
|--------------------------------|-----------------|
| Submitting of Inception Report | January 2027    |
| Fieldwork finalised            | February 2027   |
| Learning Workshop conducted    | March 2027      |
| Final report submitted         | April 2027      |

**Work package 4 (part of Output 3): Local Economic Development (LED) Plan and Youth Engagement Strategy**

**Contextual Information:**

Kakuma municipality, as a new administrative unit, has been created and tasked with responsibilities for municipal service provision in November 2024. At the same time, an Integrated Development Plan (IDEP) for 2024-2028 has been introduced by the Turkana County Government.<sup>2</sup> While the need for a Local Economic Development (LED) is reoccurring thread within the IDEP, the plan itself lacks a consistent vision how to achieve it. Consequently, following consultations with the Kakuma Municipality, GIZ has decided to support the development of a strategy for LED and a corresponding LED-plan.

The LED-plan shall provide a structured framework to identify local strengths, address constraints, and prioritize high-impact sectors and investments. By aligning public, private, and community stakeholders, an LED plan shall enhance coordination, mobilize resources, and build local ownership of development initiatives. Consequently, the aim is to promote job creation, enterprise development, and improved livelihoods, particularly for vulnerable groups. Furthermore, a well-designed LED strategy generally strengthens resilience to economic

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<sup>2</sup> <https://turkana.go.ke/download/kakuma-municipality-idep/>



shocks and ensures that development efforts are context-specific, evidence-based, and aligned with broader national and regional development goals.

*Activities to be implemented by the service provider:*

The development of a Local Economic Development (LED) strategy with the Kakuma municipality shall follow a structured, participatory process designed to ensure relevance, ownership, and impact. It should begin with an inception phase where municipal leadership is engaged, a steering committee is formed, and the scope and methodology are defined. This will be followed by a stakeholder engagement to raise awareness and ensure inclusion of key groups such as businesses, community organizations, women, and youth. A rapid local economic assessment shall be conducted to analyse the business environment, value chains, infrastructure, and institutional capacity. The ProSEET project in Kakuma is already gathering recent market and value-chain assessments conducted by various development partners over the last two years.

Based on the gathered evidence, stakeholders will collaboratively define a shared vision and identify strategic priorities. The strategy will then be formulated into actionable plan with local and national policies. After validation through public consultations the strategy shall be formally adopted by the municipality and integrated into planning systems. The strategy and corresponding LED-plan shall pay special attention to youth engagement into economically productive activities such as employment and entrepreneurship. An individual section of the LED-plan shall be dedicated to this topic. The process of creating a LED-plan shall follow these key principles:

- ✓ *Participatory governance:* LED should be driven through collaboration between government, private sector, and civil society.
- ✓ *Territorial approach:* Strategies should build on local assets, competitive advantages, and local economic systems.
- ✓ *Action orientation:* LED processes should lead to practical and implementable interventions rather than only policy documents.
- ✓ *Inclusion and resilience:* Women, youth, informal businesses, and vulnerable groups should actively participate in strategy development and benefit from interventions considered in the plan LED-plan.

The activity can be conceptualised alongside following steps:

| #  | Working Step                         | Key Activities                                                                                                                               | Main Actors                                                                                            | Outputs                                             |
|----|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1. | Inception and Mobilisation           | Introduce LED process to municipal leadership; establish LED steering committee; define scope, methodology, and governance arrangements      | Municipality, local government departments, business associations, civil society, development partners | Inception report incl. stakeholder map              |
| 2. | Stakeholder Engagement and Awareness | Conduct stakeholder consultations and awareness workshop; identify economic actors and vulnerable groups; establish communication mechanisms | Municipality, MSMEs, community groups, youth and women organizations                                   | Stakeholder engagement plan and consultation report |
| 3. | Local Economy Assessment             | Undertake territorial and economic diagnostics; analyse value chains,                                                                        | municipality, private sector, allocated LED-                                                           | Local economic                                      |

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|    |                                    |                                                                                                                                 |                                                                         |                                                 |
|----|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------|
|    |                                    | infrastructure, labour market, business climate, natural resources, and institutional capacity                                  | consultants, GIZ technical team,                                        | profile incl. SWOT analysis                     |
| 4. | Visioning and Strategic Priorities | Facilitate participatory visioning workshops; identify competitive advantages and priority sectors; define strategic objectives | Steering committee and stakeholder                                      | Defined LED vision and strategic priority areas |
| 5. | Strategy Formulation               | Develop strategic pillars and potential programmes and projects; align with municipal and national policies                     | LED consultants, municipal and County planners and sectoral departments | Draft LED-Strategy                              |
| 6. | Validation and Consensus Building  | Present draft strategy for public review; incorporate stakeholder feedback; validate priorities and implementation arrangements | Municipality, communities, private sector, civil society                | Final LED-Strategy                              |

**Key Deliverables:**

- Inception report (incl. detailed work plan)
- Organisation of relevant Workshops to engage key stakeholders
- Validated LED-plan (incl. a section on youth engagement in local economy)

**Assumed timeframe:**

The assumed timeframe for the assignment is 80 working days within 8 month period, according to following assumption:

- Inception phase - conceptualising of the activity with key stakeholders and drafting a workplan: 15 days
- Stakeholder engagement: 10 days
- Local economy assessment and analyses: 20 days
- Identifying strategic priorities: 5 days
- Strategy formulation with key stakeholders 15 days
- Validation process and development of final LED-plan 15 days

| <b>Milestones for work package 4</b> | <b>Delivery period</b> |
|--------------------------------------|------------------------|
| Submitting of Inception Report       | May 2027               |
| Submission of the draft LED-Plan     | October 2027           |
| Validation of the LED-Plan           | December 2027          |

## **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 any operating and administrative costs beyond the allocated budget (see 5.4).

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements and adheres to the planned distribution of costs for each output; i.e. 40% Output 1, 60% Output 3.

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
- Results that have occurred outside the contractor's direct sphere of responsibility
- Personal information of participants in line with the existing monitoring system of the project (name, gender, refugee/host status, employment status, income baseline for activities related to BDS and employability)

The contractor reports to GIZ as follows:

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

- Inception report of 6-10 pages on the overall start of implementation and personnel plan (2 months after the start of assignment)
- Interim reports on quarterly basis on the overall status of implementation progress.
- Final report at least 2 weeks prior to the end of the contract period

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:

- Inception Reports including designs and work plans for each work package as stipulated in 2.2. (at least 7 pages)
- Final reports evaluating in detail the overall implementation, challenges, and lessons learned for each work-package as specified in 2.2. (at least 10 pages)

Requirements for company-wide learning, knowledge and innovation:

- If required, 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 (sections 1.7. Confidentiality and 1.11 Data Protection) apply.

In the context of collecting and processing personal data for monitoring purposes as well as for success stories personal data will be processed on behalf of the client. Therefore, an agreement on "Outsourcing of data processing (AuV)" will be concluded with the contractor explicitly for these activities in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.

For all other instances where the tasks to be performed under this contract may be associated with or require the processing of personal data (e.g. participants of CD measures and mentoring activities), the contractor alone would 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. Accordingly, the contractor is alone responsible to follow strictly the European Union General Data Protection Regulation (GDPR, EU 2016/679) and the Data Protection Act Kenya (DPA No. 24 of 2019), including to evaluate

whether a Data Protection Impact Assessment is required by any of the applicable laws for the processing activities for which the contractor is acting as an independent data controller.

The contractor must process personal data only when a given goal cannot be reasonably attained without such data. This applies particularly to any data that is considered as special categories of personal data under the GDPR (art. 9) or sensitive personal data under the DPA (art. 2). The data protection principles such as lawfulness, fairness and transparency, data minimization, accuracy, purpose limitation, storage limitation, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention.

The GDPR's and DPA's data transfer rules must be considered whenever personal data leaves the EU or Kenya respectively for a third country. The GIZ is not in any way responsible for such processing.

**Information security:** The documents and other information which the contractor produces for GIZ need to be labelled and treated by the contractor according to GIZ's information security rules.

## **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:**  
Equality is addressed by the gender-responsive and gender-sensitive orientation of the measures implemented by the contractor. Particular attention is paid to women both in terms of access to training and in the promotion of companies. In addition, work is being done on anchoring gender-specific support offers. The contractor shall seek opportunities to engage public actors in designing support measures for MSMEs in a gender-sensitive manner or in developing new measures in the field of women's entrepreneurship. The contractor is expected to fulfil the gender-related indicators as indicated in chapter 2.2.
- **Conflict and context sensitivity:**  
The scarcity of resources in Turkana give rise to various conflict faultlines between different communities. While these conflicts rarely result in violent clashes, the service provider shall adhere to conflict sensitive project planning with contingency scenarios in place. The domestic political developments in Kenya and the security situation in target areas should be actively monitored. Participatory planning and monitoring processes of the project measures shall prevent tensions between different communities involved in the implemented measures.

- **Security precautions:**  
Although the local GIZ Security and Risk Management Office (SRMO) is not responsible for the service providers personnel, the service provider agrees to take into consideration security relevant information provided by GIZ on a voluntarily basis. The service provider acknowledges that its personnel shall comply with SRMO advice in the unlikely case of closing of the project offices due to security risks.

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

### **3. Technical-methodological concept**

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

#### **3.1 Interpretation of objectives and critical examination of ToR (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 should be presented. Furthermore, the bidder is asked to undertake a critical examination of the ToR with regard to the appropriateness of the personnel concept and the results hypotheses for achieving the objectives and possible risks in implementation (section 1.1.1 of the assessment grid; max. 1.5 pages).

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

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 present the actors (partners and others) who are relevant for the tenderlisting them as far as possible by name, their mandates/roles and interests, their strengths and weaknesses with respect to the services to be delivered. (section 1.2.2 of the assessment grid; max. 1 page).

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 relevant processes, 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; max. 1 page).

### **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.

#### **3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs** (section 1.3.1 of the assessment grid; max. 2 pages))

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible. The tenderer is expected to draw up a preliminary implementation strategy with key activities necessary to fulfil the tasks described in section 2.

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

*- Not applicable –*

#### **3.3.3 Approaches for leverage effects and measures for scaling-up** (section 1.3.3 of the assessment grid; max. 2 pages))

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)

*- Not applicable –*

#### **Gender equality**

*- Not applicable –*

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

*- Not applicable -*

#### **Conflict and context sensitivity**

*- Not applicable –*

## **Human rights**

*- Not applicable –*

### **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; max. 1 page. OP can also be attached as annex.)

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 must 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)

*- Not applicable –*

#### **3.4.3 Steering or coordination of measures with the relevant implementing partner**

(section 1.4.3 of the assessment grid)

*– Not applicable –*

#### **3.4.4 Monitoring**

(section 1.4.4 of the assessment grid, max. 0.5 page)

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.

### **3.5 Further requirements**

(section 1.5 of the assessment grid; max. 1 page)

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. Selection of national training institutions to be engaged will be done during the inception period.

The tenderer is required to describe its backstopping strategy. A CV must be provided for the positions for technical and, where appropriate, administrative backstopping.

Requirement: Use of national resources: 6 points out 10 (max.)

Requirement: Backstopping Strategy: 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.**

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

### **Expert 1 (Team leader)- with national expertise** (section 2.1 of the assessment grid)

This position is a key expert.

#### Tasks of expert 1:

- 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
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality, and conflict sensitivity)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Actively contribute to the delivery of assigned work packages in the country of assignment
- 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



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- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

**Qualifications of expert 1:**

|                                                                                                                        |                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.1.1 of the assessment grid):                                                             | University degree (e.g. 'master's or German Diploma') in Economics, Business Management, Private Sector Development, Development Studies, or relevant                                                                                                                                |
| Language (section 2.1.2 of the assessment grid):                                                                       | Knowledge of English C1-level in the Common European Framework of Reference for Languages (In case of absence of the English C1-Level the expert shall be evaluated with 0 points).                                                                                                  |
| General professional experience (section 2.1.3 of the assessment grid):                                                | 7 years of professional experience in the sector of employment promotion and/or local economic development                                                                                                                                                                           |
| Specific professional experience (section 2.1.4 of the assessment grid):                                               | 4 years of professional experience in supporting MSMEs                                                                                                                                                                                                                               |
| Leadership/management experience (section 2.1.5 of the assessment grid):                                               | 3 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 4 people (6 out of 10 points max.)<br>Additionally: 2 years of experience with annual budget responsibility for 200,000 EUR (4 out of 10 points max.) |
| International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid): | N/A                                                                                                                                                                                                                                                                                  |
| Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):                           | 5 years of professional experience in East Africa (in accordance with UN DESA Statistics Division) (6 out of 10 points max.) of which 1 year in Kenya (4 out of 10 points max.)                                                                                                      |
| Experience in the field of development cooperation (section 2.1.8 of the assessment grid):                             | 5 years of experience in development cooperation projects                                                                                                                                                                                                                            |
| Other (section 2.1.9 of the assessment grid):                                                                          | 3 years of experience in working within displacement setting                                                                                                                                                                                                                         |

**Expert 2: Employment Promotion Expert - with local expertise** (section 2.2 of the assessment grid)

This position is a key expert.

**Tasks of expert 2**

- Develop the design of activities related to career guidance and counselling, aligned with the needs of both refugee and host community youth as well as with the Shirika-Plan, HDP nexus principles

- Ensure implement of career guidance and counselling activities with local youth and provide technical guidance to coaches and trainers from the Expert Pool 1 (Career Guidance & Counselling')
- Ensure contextual adaptation of tools and methodologies to the socio-cultural realities of Turkana West and Lokichoggio, with sensitivity to gender and vulnerability dynamics.
- Coordination with relevant stakeholders such as Kenya National Chamber of Commerce and Industry, Department for Refugee Services, and National Employment Authority in order to strengthen labour market linkages.
- Supervise quality of training delivery, ensuring participatory approach, and effective integration of psychosocial "Bounce-Back" tools.
- Manage participant cohorts and ensure inclusion and adherence to do-no-harm principles, with a focus on young women and vulnerable youth, while tracking participation and progress across different locations (Kakuma and Lokichoggio).
- Guide cohort planning and outreach strategies, including mobile approaches to reach remote and out-of-school youth.
- Contribute to the monitoring and evaluation system, tracking outputs, outcomes, and behavioural change (e.g., resilience, employability, transition rates).
- Facilitate learning and adaptation, using feedback loops from participants and partners to continuously improve programme effectiveness.
- Ensure sustainability and institutional linkages, supporting integration with local systems (schools, youth clubs, NEA offices) and long-term ownership by local stakeholders.

Qualifications of expert 2.

|                                                                                                                        |                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.2.1 of the assessment grid):                                                             | Graduate University degree in Development Studies, Economics, Sociology, Education, or relevant                                                                                                                    |
| Language (section 2.2.2 of the assessment grid):                                                                       | Knowledge of English C1-level in the Common European Framework of Reference for Languages (4/10 points)<br>Knowledge of Swahili C1-level in the Common European Framework of Reference for Languages (6/10 points) |
| General professional experience (section 2.2.3 of the assessment grid):                                                | 5 years of professional experience in the sector of employment promotion                                                                                                                                           |
| Specific professional experience (section 2.2.4 of the assessment grid):                                               | 3 years of professional experience in labour market oriented projects targeting youth                                                                                                                              |
| Leadership/management experience (section 2.2.5 of the assessment grid):                                               | N/A                                                                                                                                                                                                                |
| International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid): | N/A                                                                                                                                                                                                                |
| Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):                           | 5 years of professional experience in East Africa (in accordance with UN DESA Statistics Division), of which 4 years in Kenya                                                                                      |

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|                                                                                            |                                                                             |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Experience in the field of development cooperation (section 2.2.8 of the assessment grid): | 3 years of experience in development cooperation projects                   |
| Other (section 2.2.9 of the assessment grid):                                              | Certification or training in Mental Health and Psychosocial Support (MHPSS) |

**Expert 3: Private Sector Development Expert – with local expertise** (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of expert 3

- Design and validate methodological approaches for Output 3 related work packages, ensuring coherence between MSME support, outcome harvesting, and LED planning processes.
- Provide technical oversight to the Business Development Services provided by the Expert Pool 2, ensuring quality delivery, as well as effectiveness of the mentorship model
- Supervise the performance of allocated coaches, including the use of the GIZ curriculum, mentoring quality, and consistency across training locations (Kakuma and Lokichoggio)
- Support the participant selection and verification processes for MSMEs, including transparency, inclusivity (youth, women), and relevance of selected businesses.
- Facilitate market linkages and networking opportunities, connecting entrepreneurs with local buyers, suppliers, and institutions such as Kenya National Chamber of Commerce and Industry (KNCCI)
- Conduct monitoring and results measurement, ensuring that learning outcomes, business performance improvements, and behavioural changes are systematically tracked.
- Facilitate strategic engagement with key governmental and private sector stakeholders
- Involve sustainability considerations across all work packages, linking MSME development, labour market outcomes, and LED priorities into a coherent long-term development pathway.

Qualifications of expert 3.

|                                                                         |                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training (section 2.3.1 of the assessment grid):              | Postgraduate University degree in Economics, Development Studies, Business Administration, Public Policy, Rural Development or relevant                                                                            |
| Language (section 2.3.2 of the assessment grid):                        | Knowledge of English C1-level in the Common European Framework of Reference for Languages (4/10 points)<br>Knowledge of Swahili C1-level in the Common European Framework of Reference for Languages (6/10 points) |
| General professional experience (section 2.3.3 of the assessment grid): | 5 years of professional experience in the sector of private sector development                                                                                                                                     |

|                                                                                                                        |                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Specific professional experience (section 2.3.4 of the assessment grid):                                               | 3 years of professional experience in MSME support in displacement context                                                    |
| Leadership/management experience (section 2.3.5 of the assessment grid):                                               | N/A                                                                                                                           |
| International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid): | N/A                                                                                                                           |
| Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):                           | 5 years of professional experience in East Africa (in accordance with UN DESA Statistics Division), of which 4 years in Kenya |
| Experience in the field of development cooperation (section 2.3.8 of the assessment grid):                             | 4 years of experience in development cooperation projects                                                                     |
| Other (section 2.3.9 of the assessment grid):                                                                          | N/A                                                                                                                           |

### **Expert Pool 1: ‘Career Guidance & Counselling’ with 6 experts with local expertise**

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

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

#### **Tasks of the expert pool 1**

- Operationalize the career guidance programme in line with the methodology designed by the tenderer
- Support in establishing and facilitation career clubs and outreach activities in secondary schools, youth centres, and through mobile approaches to reach both in-school and out-of-school youth
- Deliver participatory career orientation sessions, guiding youth through self-assessment of interests, strengths, and values, and supporting the development of individual career plans.
- Provide practical employability skills training, including CV writing, job application support, interview preparation, and workplace readiness.
- Coordinate linkages with labour market institutions, including National Employment Authority and Kenya National Chamber of Commerce and Industry, as well as engagement with local businesses for exposure and attachments.

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- Implement psychosocial “Bounce-Back” interventions, such as group sessions and individual counselling to strengthen resilience, confidence, and emotional well-being of targeted youth
- Monitor, document, and report results, including participant outcomes, lessons learned, and contributions to the final report, ensuring alignment with project objectives and indicators.

**Qualifications of the expert pool 1**

|                                                                                |                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training                                                             | All experts with a graduate University degree in Development Studies, Economics, Sociology, Education, or a closely related discipline is required.                                                      |
| Language                                                                       | All experts with knowledge of English C1-level in the Common European Framework of Reference for Languages and Knowledge of Swahili C1-level in the Common European Framework of Reference for Languages |
| General professional experience                                                | All experts with 5 years of professional experience in the sector employment promotion                                                                                                                   |
| Specific professional experience                                               | All experts with 3 years of professional experience in career guidance                                                                                                                                   |
| Leadership/management experience                                               | N/A                                                                                                                                                                                                      |
| International professional experience outside the country/region of assignment | N/A                                                                                                                                                                                                      |
| Professional experience in the country/ region of assignment                   | All experts with 5 years of professional experience in East Africa (in accordance with UN DESA Statistics Division), of which 4 years in Kenya                                                           |
| Experience in the field of development cooperation                             | All experts with 2 years of experience in development cooperation projects                                                                                                                               |
| Other                                                                          | N/A                                                                                                                                                                                                      |

**Expert Pool 2: ‘MSME Training and coaching experts’ with 10 experts with local expertise**

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

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

### Tasks of the expert pool 2

- Support participant selection and screening, ensuring inclusion of viable entrepreneurs and VSLA members, with attention to youth, women, and vulnerable groups.
- Conduct verification visits at selected enterprises, documenting baseline status of enterprises (operations, finances, challenges).
- Facilitate entrepreneurship and financial literacy trainings using the GIZ curriculum, applying participatory methods such as case studies, group work, and practical exercises.
- Deliver psychosocial and life skills components, strengthening participants' confidence, decision-making, stress management, and resilience in business contexts.
- Guide participating entrepreneurs in developing business plans and action plans, including business canvas models, pricing strategies, and marketing approaches.
- Provide tailored one-on-one mentorship sessions addressing specific business challenges and tracking progress.
- Support entrepreneurs in improving financial management practices, including budgeting, record-keeping, saving, and financial goal setting.

### Qualifications of the expert pool 2

|                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training                                                             | All experts with a Diploma Qualification in Business Administration, Marketing, Entrepreneurship, Business Information Technology or any other business related discipline                                                                                                                                                                                                                                                                                                              |
| Language                                                                       | All experts with knowledge of Knowledge of English ,C1-level in the Common European Framework of Reference for Languages and<br>Knowledge of Swahili, C1-level in the Common European Framework of Reference for Languages and<br>Knowledge of one other language used in the Kakuma Refugee Camp and the host community, i.e. French, Somali, Arabic, Kirundi, Lingala, Amharic, Dinka, Nuer, Bari, Ng'aturkana, B2-level in the Common European Framework of Reference for Languages. |
| General professional experience                                                | All experts with 2 years of professional experience in the sector of Business Development                                                                                                                                                                                                                                                                                                                                                                                               |
| Specific professional experience                                               | All experts with 2 years of professional experience in business coaching in a displacement setting                                                                                                                                                                                                                                                                                                                                                                                      |
| Leadership/management experience                                               | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| International professional experience outside the country/region of assignment | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Professional experience in the country/ region of assignment                   | All experts with 2 years of professional experience in East Africa (in accordance with UN DESA Statistics Division), of which 2 years in Kenya                                                                                                                                                                                                                                                                                                                                          |

|                                                    |                                                                           |
|----------------------------------------------------|---------------------------------------------------------------------------|
| Experience in the field of development cooperation | All experts with 1 year of experience in development cooperation projects |
| Other                                              | N/A                                                                       |

### **Expert Pool 3: ‘Outcome Harvesting Experts’ with 2 experts with local expertise**

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

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

#### Tasks of the expert pool 3

- Develop a tailored methodology, including key harvesting questions focused on public–private agreements, business environment changes, and ease of doing business
- Lead Stakeholder data collection incl. conducting interviews and/or group discussions with local government officials, business chambers, and private sector actors to validate and expand identified outcomes.
- Draft and validate a finding report containing an analysis of the gathered data, lessons learned, recommendations for further interventions, and actionable insights
- Support the facilitation of a Learning Workshop (with presentation of findings to relevant governmental and private sector stakeholders)

#### Qualifications of the expert pool 3

|                                  |                                                                                                                                                                                                                         |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education/training               | All experts with a Graduate Degree in Project Management, Business Administration, Entrepreneurship, Social Science or any other related discipline                                                                     |
| Language                         | All experts with knowledge of Knowledge of English ,C1-level in the Common European Framework of Reference for Languages and Knowledge of Swahili, C1-level in the Common European Framework of Reference for Languages |
| General professional experience  | All experts with 5 years of professional experience in the sector of Monitoring                                                                                                                                         |
| Specific professional experience | All experts with 2 years of professional experience in Project Evaluation and Outcome Harvesting                                                                                                                        |
| Leadership/management experience | N/A                                                                                                                                                                                                                     |



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|                                                                                |                                                                                                                                                |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| International professional experience outside the country/region of assignment | N/A                                                                                                                                            |
| Professional experience in the country/ region of assignment                   | All experts with 5 years of professional experience in East Africa (in accordance with UN DESA Statistics Division), of which 2 years in Kenya |
| Experience in the field of development cooperation                             | All experts with 3 years of experience in development cooperation projects                                                                     |
| Other                                                                          | N/A                                                                                                                                            |

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.

**Staff presentation**

(section 2.11 of the assessment grid)

– Not applicable –

## **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. The service provider shall align the working days in the country of assignment with the operational days of GIZ Kenya which observes only Kenyan national holidays.

| <b>Expert</b>                                            | <b>Expert days in the country of residence /remote</b> | <b>Availability of expert in the country of assignment* in expert days</b> | <b>Expert days in total</b> | <b>Consecutive stay &gt; 3 months (see General Terms and Conditions, section 3.6.2)</b> | <b>Number of international flights</b> | <b>Number of national flights</b> |
|----------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------|
| <b>Expert 1: Team Leader</b>                             | 30                                                     | 210                                                                        | 240                         | Yes                                                                                     | 10                                     | 10                                |
| <b>Expert 2: Employment Promotion Expert</b>             | 15                                                     | 315                                                                        | 330                         | Yes                                                                                     | 0                                      | 8                                 |
| <b>Expert 3: Private Sector Development Expert</b>       | 15                                                     | 315                                                                        | 330                         | Yes                                                                                     | 0                                      | 8                                 |
| <b>Expert Pool 1: Career Guidance &amp; Counselling'</b> | 0                                                      | 400                                                                        | 400                         | Yes                                                                                     | 0                                      | 16                                |
| <b>Expert Pool 2: Training and coaching experts'</b>     | 0                                                      | 2,230                                                                      | 2,230                       | Yes                                                                                     | 0                                      | 0                                 |
| <b>Expert Pool 3: Outcome Harvesting</b>                 | 0                                                      | 30                                                                         | 37                          | No                                                                                      | 0                                      | 8                                 |
| <b>Backstopping</b>                                      | Not applicable                                         | Not applicable                                                             | Not applicable              | Not applicable                                                                          | Not applicable                         | Not applicable                    |

## 5.2 National administrative staff

The following national administrative staff are needed:

1 Office assistants for 15 months

### **5.3 Travel expenses**

#### **5.3.1 Travel – sustainability considerations**

GIZ would like to reduce greenhouse gas emissions (CO<sub>2</sub> 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 CO<sub>2</sub>-efficient.

CO<sub>2</sub> emissions caused by air travel must be offset. GIZ specifies a budget of 4,300 EUR for this, through which the carbon offsets can be settled against evidence (see 5.3.2).

#### **5.3.2 Travel expense requirements**

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

| <b>Travel expenses item</b>                                 | <b>Quantity/budget</b>                                                                                   | <b>Comments</b>                                                                    |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Total number of international flights                       | 10                                                                                                       |                                                                                    |
| Total number of regional/national flights                   | 50                                                                                                       |                                                                                    |
| CO <sub>2</sub> offsets for flights                         | 4,300<br>An unalterable budget for CO <sub>2</sub> offsets for settlement against evidence is specified. |                                                                                    |
| Transport costs (rail travel, car travel, public transport) | Budget                                                                                                   |                                                                                    |
| Per-diem allowances (for Expert Pools 1 & 3)                | 437                                                                                                      | Only for experts who are staying less than three months in the place of assignment |
| Accommodation allowances (for Expert Pools 1 & 3)           | 437                                                                                                      | Only for experts who are staying less than three months in the place of assignment |
| Visa acquisition costs                                      | Budget                                                                                                   | Against evidence                                                                   |

Generally, 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>). Per-diem allowances for Expert Pools 1 & 3 shall be costed up to 34 EUR (5,000 KES) as per the maximum amount permissible under Kenyan law.

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

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

#### **5.4 Materials and equipment**

Budget for materials and equipment: EUR 10,000

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

| Made available free of charge by the project executing agency (local project partner) for the duration of the contract. | Made available free of charge by GIZ for the duration of the contract.    | Materials and equipment to be procured by the contractor in the financial bid. |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| N/A                                                                                                                     | furnished offices<br>1 office printer with scanner<br>3 computer monitors | IT equipment<br>Stationary, toners, etc.                                       |

#### **5.5 Operating costs in the country of assignment**

The project will make furnished offices available to the service provider in the implementing region and make one vehicle available for use by the service provider. The contractor is required to specify a monthly lump sum to cover the operating costs for the implementation of the contract in the country of assignment. The lump sum must include all the costs involved in the proper running of the offices .

|                        | Months |
|------------------------|--------|
| Office operating costs | 17     |

## **5.6 Workshops, education and training**

The contractor runs the following workshops and training courses:

- Guidance and counselling workshops related Work Package 1 (Section 2.2)
- Training workshops for MSMEs and MSME-couches related Work Package 2 (Section 2.2)
- Outreach and validation workshops related to Work Package 4 (Section 2.2)

Workshop budget: EUR 150,000

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

Please delete where not applicable or add information if necessary:

- Room hire
- Technical systems
- Translation/interpreting services
- Catering
- Workshop materials
- 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**

– Not applicable –

## **5.9 Flexible remuneration item**

Budget for flexible remuneration: EUR 50,000

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

## **6. Requirements on the format of the tender**

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

The technical-methodological concept of the tender (section 3 of the ToRs) must **not exceed 8 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 or German language.

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, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months)

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

## **7. Options or follow-on contract**

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

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

#### **Nature and scope:**

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

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

### **7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)**

Not applicable.

### **7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)**

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

#### **Scope of possible services:**

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

**Condition:** The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.



## **8. Annexes**

- Annex 1: Project log frame
- Annex 2: IFC (2018): Kakuma as a Marketplace ([LINK](#))
- Annex 3: ILO (2021): Assessment of Public Employment Services and Active Labor Market Policies in Kenya ([LINK](#))