

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

CONFIDENTIAL

Diaspora Investors Training	Project number/ cost centre: G-012340-001 Tender number 10024558
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0. List of abbreviations

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

1. Context

The programme **Migration entwicklungspolitisch gestalten (MEG)** is a global project funded by the German Federal Ministry for Economic Cooperation and Development (BMZ). It is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. MEG builds on previous migration and diaspora programmes, contributes to implementing the GCM (Global Compact for Safe, Orderly and Regular Migration) and aims to strengthen the positive effects of migration and diaspora engagement on sustainable development in partner countries.

The MEG contributes to the following objectives:

- supporting partner countries in shaping their migration policies based on the GCM and in contributing their best practice and recommendations to international or regional forums;
- enhancing the protection of migrant rights;
- promoting gender equality and cooperation with civil society;
- promoting investment, knowledge exchange and innovation in
- partner countries by strengthening the diaspora in Germany as a development actor and supporting their engagement;
- strengthening partnerships with multilateral and international organisation

In order to achieve these objectives, the programme implements activities under the four components 'Regular migration,' 'Diaspora Cooperation', 'Mitigating precarious situations and enhancing the protection of migrants' and 'Global Partnerships'. The core offer "Geschäftsideen für Entwicklung" ("Business Ideas for Development") (GfE/BID) is implemented under the component 2. The purpose of GfE is to advise and accompany migrants in Germany who want to start a development-relevant company in their country of origin. Programme participants receive individual business coaching from our service providers in Germany and in the country in which they will be starting their business, as well as financial support to conduct market research and for other eligible costs and services related to starting their business.

A call for applications is usually launched once a year and is open to migrants from 8 partner countries who are currently living in Germany and are interested in starting a business in their country of origin. The 8 partner countries are: Vietnam, Tunisia, Ghana, Ecuador, Cameroon, Colombia, India, and Serbia.

Access to finance remains a major challenge for diaspora entrepreneurs and small and medium-sized enterprises (SMEs) in partner countries. Many entrepreneurs rely primarily on self-financing due to limited access to formal financial institutions, insufficient financial track records, and weak connections to investor networks in both Germany and their countries of origin. Where formal financing is available, it is often associated with unattractive conditions, including high interest rates, short maturities, stringent collateral requirements and limited flexibility. These conditions frequently do not match the needs and risk profiles of early-stage or growth-oriented SMEs, further constraining access to suitable financing options.

At the same time, diaspora communities in Germany show a strong interest in contributing to economic development in their countries of origin. However, many potential diaspora investors lack the necessary knowledge, skills and structures to engage in SME investment or early-stage business financing, including so-called angel investing, i.e. private investments by individuals in young or growing enterprises. In cross-border contexts, unfamiliarity with

legal frameworks and risk management mechanisms often reinforces risk-averse investment behaviour, leading many diaspora investors to favour traditional asset classes such as real estate.

Against this background, GIZ intends to pilot a **Diaspora Investor Training and SME Matchmaking Programme** under the MEG framework. The pilot aims to build the financial investing capacities of diaspora members in Germany and to facilitate structured connections between trained diaspora investors and investment-ready SMEs. The initial geographic focus of the SME matchmaking component will be Tunisia and Colombia, as MEG/BID partner countries.

The pilot programme will combine awareness-raising activities, structured investor trainings and facilitated SME-investor matchmaking. It contributes to MEG's objective of strengthening diaspora engagement in economic development and complements existing BID entrepreneurship support measures by addressing the financing gap faced by diaspora-led and local SMEs.

2. Tasks to be performed by the contractor

Activity 1: Awareness-raising and recruitment of diaspora investors

The contractor shall design and implement awareness-raising and recruitment measures aimed at attracting diaspora members in Germany who are interested in learning about angel and SME investing.

The contractor is responsible for providing the following services:

- Development of a coherent awareness and outreach concept targeting diaspora communities in Germany originating from MEG/BID partner countries
- Preparation of communication and marketing materials (e.g. digital flyers, presentations, briefing notes) explaining the objectives, structure and requirements of the investor training programme
- Organisation and implementation of online information sessions and/or webinars to introduce the programme and answer questions from interested participants
- Support to GIZ in the dissemination of the call for participation through appropriate diaspora networks and channels
- Management of participant expressions of interest and support to GIZ in the selection of suitable candidates based on agreed criteria

The objective of this activity is to generate sufficient interest and to support the selection of approximately **30 diaspora participants** for the investor training component.

Activity 2: Design and implementation of diaspora investor trainings

The contractor shall be responsible for the design, organisation and delivery of structured investor training programmes for selected diaspora participants in Germany.

The contractor is responsible for providing the following services:

- Development of a detailed training concept and curriculum based on the agreed thematic areas, including:
 - Basics of SME investing
 - Evaluation of business models, financials and valuation
 - Cross-border investment considerations and legal aspects
 - Deal-making processes, due diligence, term sheets, monitoring and exit strategies
- Preparation of country-specific training materials, including online learning content, presentations, case studies and practical exercises
- Organisation and facilitation of online training sessions, including live interactive sessions
- Moderation of discussions, question-and-answer sessions and peer exchange among participants
- Optional: Organization and facilitation of an in-person training retreat and/or pitch-related learning event at the end of the training phase (subject to agreement with GIZ)
- Continuous coordination with GIZ regarding training progress, participant engagement and quality assurance

The training programme is expected to be delivered over a period of **6 weeks** and to equip participants with the skills required to assess and engage in SME investment opportunities.

Project management and coordination tasks

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
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Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones	Delivery date/period
Publicity & Selection cohort	September 2026
Selection	October 2026

Training cohort 8 Weeks	November - February 2026
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Period of assignment: from 01.09.2026 until 28.02.2027.

3. Concept

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

Technical-methodological concept

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

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

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

4. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project

- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Business Administration, Finance, Economics, International Development, Development Finance, Entrepreneurship, Investment Management, Public Policy, or another relevant discipline.
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 7 years of professional experience in the investment sector
- Specific professional experience (2.1.4): 7 years in diaspora related work
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 4 years of experience in projects in one of the targeted countries (Vietnam, Tunisia, Ghana, Ecuador, Cameroon, Colombia, India, and Serbia)
- Development cooperation (DC) experience (2.1.7): 3 years of experience in DC projects

Key expert 1

Tasks of key expert 1

- **Design and implementation of diaspora investor trainings**

Qualifications of key expert 1

- Education/training (2.2.1): University degree (German 'Diplom'/Master) in a University degree (German "Diplom"/Master or equivalent) in Finance, Investment Management, Business Administration, Economics, Entrepreneurship, Accounting, Corporate Finance, or another relevant discipline.
- Language (2.2.2): C1 -level language in Englisch
- General professional experience (2.2.3):): 7 years of professional experience in the investment sector
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- Specific professional experience in a related topic (2.2.4): 3 years in diaspora related work
- Regional experience (2.2.6): 3 years of experience in projects in one of the targeted countries (Vietnam, Tunisia, Ghana, Ecuador, Cameroon, Colombia, India, and Serbia)
- Development Cooperation (DC) experience (2.2.7): 2 years in DC projects

Soft skills of team members

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

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

- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

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

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

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

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

Sustainability aspects for travel

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

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

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

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	22	22	
Designation of key expert	1	35	35	
Fixed travel budget	4	750	3000	A fixed budget of EUR 3000 is earmarked for settling travel expenses against evidence.

CO2 compensation budget	1	500	500	
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	5000	5000	A budget of EUR 5000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
Subcontracts	2	5000	10000	The budget contains the following costs services to support the implementation of the trainings. .

6. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

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

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

7. Outsourced processing of personal data

The data protection and information security provisions set out in the currently applicable version of the AVB apply.