

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

CONFIDENTIAL

Project title:	Processing number/cost centre:
Improved Service Delivery for Citizens in Cambodia II (ISD II)	G-018129-001
Country:	Transaction number:
Cambodia	10011637

Subject of the tender procedure:

Technical Assistance for Improved Subnational Service Delivery and Decentralisation Reform – Cambodia

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0. List of abbreviations

ADB	Asian Development Bank
ASAC	Association of Sub-national Administration Councils
BTI	Bertelsmann Transformation Index
CAF	Community Accountability Facilitators
CPI	Corruption Perceptions Index
CSO	Civil Society Organization
DAC	Development Assistance Committee
DM	Districts and Municipalities
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
ISD	Improved Service Delivery for Citizens in Cambodia
KOMP	Cost per output monitoring and forecast
LNOB	Leave No One Behind
LoI	Letter of intent
LuxAid	Luxembourg Aid & Development
MCS	Ministry of Civil Service
MDI	Multi-Donor Initiative
MEF	Ministry of Economy and Finance
MoH	Ministry of Health
MoI	Ministry of Interior
MoP	Ministry of Planning
MoU	Memorandum of Understanding
MoWRM	Ministry of Water Resources Management

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NASLA	National School of Local Administration
NCDD	National Committee for Sub-National Democratic Development
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NP-2	National Programme for Sub-National Democratic Development Phase 2
OWSO	One Window Service Office
RMO	Risk Management Office
SDC	Swiss Development Cooperation
ToRs	Terms of reference
UNICEF	United Nations Children's Fund
BMZ	German Federal Ministry for Economic Cooperation and Development

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1. Context

Title of module	Improved Service Delivery for Citizens in Cambodia II (ISD II)
Joint programme	The programme is a Multi-Donor Initiative, jointly financed by Germany, Switzerland and Luxembourg with a jointly agreed log frame and methodological approach as well as a joint budget (no earmarking of funds).
Strategic framework	Joint European Strategy 2021-2027; BMZ Asia Strategy; BMZ Country Strategy; Swiss International Cooperation Strategy 2025-2028; Swiss Cooperation Programme in the Mekong Region 2022–26; Luxembourg's General Development Cooperation Strategy: The Road to 2030 Royal Government of Cambodia Pentagonal Strategy for Growth, Employment, Equity, Efficiency and Sustainability; Cambodia Sustainable Development Goals Framework; National Programme for Sub-National Democratic Development, Phase 2 (NP-2)
Core problem	The population of Cambodia has insufficient access to services at the level of Districts and Municipalities (DMs).
Module objective	The population in selected partner provinces of Cambodia has access to improved inclusive, climate sensitive and digital services of districts and municipalities
Contribution to national implementation of the 2030 Agenda	Contribution to the Cambodia Sustainable Development Goals Framework 2016-2030, in particular to Goals 5, 11 and 16.
Target group	Population in selected DMs, with a focus on disadvantaged groups, in particular women, young people and the elderly. The target group is reached indirectly through DM technical and managerial staff acting as intermediaries.
Lead executing agency	National Committee for Sub-National Democratic Development Secretariat (NCDD-S).
Methodological approach (including instruments)	Advisory support to 18 champion DMs on innovations in service delivery, development and budget planning, accountability and citizen participation. Developed solutions and good practices will be disseminated nationwide and fed into policy reforms. Instruments include 3 international long-term experts, 25 national long-term experts, up to EUR 650.000 in financing agreements and up to EUR 627.733 in equipment. In addition to the mentioned long-term experts, there will be intermittent and short-term experts (international and national) plus a team of administrative and support staff.
Key outputs	1) Improved operational capacity of DMs for inclusive, climate-sensitive and digital service delivery; 2) Strengthened institutional capacities of DMs for steering and management; 3) Strengthened mechanisms for participation and accountability in service delivery; 4) Improved access to knowledge and learning experiences for sustainable services; 5) Improved legal, financial and strategic framework conditions for service delivery.

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Term	01/2026 - 12/2029 (4 years)
Provinces	The project will work with DMs in 4 provinces in Cambodia.

The module “Improved Service Delivery for Citizens II (ISD II) in Cambodia” constitutes a Multi-Donor Initiative (MDI), which is jointly financed by Germany, Switzerland and Luxembourg. This MDI builds on the successful cooperation between all partners in the scope of ISD I and is characterised by a common strategic approach, a unified log frame and a consolidated budget framework.

Initial situation in the intervention area: Cambodia’s urbanisation rate is 3% p.a.; 74% of the population live in rural areas (World Bank 2023). Cambodia is classified as a closed autocracy (BTI). 29% are 14 or younger; 18% live below the national poverty line, with rural areas disproportionately affected and limited access to basic services (ADB 2019). A border conflict with Thailand creates uncertainty. 134,700 internally displaced persons and 174,430 returnees pose challenges for local administrations (UNICEF 2025).

Under NP-2, Cambodia advances decentralisation to improve services. Since the Commune/Sangkat law (2001), subnational elections are held regularly. In 2019, 55 functions in 20 sectors were transferred to subnational governments, especially Districts and Municipalities (DMs). DMs are the key citizen–state interface. One Window Service Offices (OWSOs) provide bundled administrative services, partly digital. A 2025 NCDD-S survey shows generally positive perceptions of decentralisation, with medium satisfaction on service quality and transparency.

However, major deficits persist: many 2019-transferred functions are not fully implemented; only ~40% of households have waste collection (rural 18%). Gender inequality is pronounced (Global Gender Gap rank 106/148, 2025); only 17.5% of DM council members are women (2024). Inclusion of disadvantaged groups (women, youth, persons with disabilities) remains limited. Corruption undermines trust (CPI rank 158/180, 2024). Climate risks (heat, floods, droughts) are high but insufficiently integrated into subnational planning. Potentials include innovation willingness in DMs (ISD pilots), strong reform steering by NCDD-S, reaffirmed commitment (National Forum, March 2025), and digitalisation opportunities.

Despite reform progress, many DMs cannot yet deliver inclusive, climate-sensitive and digital services at adequate quality. Therefore, the core problem remains insufficient access to key administrative and sector services.

Causes and assessment of changeability: Key causes are: (i) insufficient staffing/capacities in DMs; women hold only 27% of decision-making positions (2024); (ii) weak participation and accountability mechanisms; council oversight is limited and non-electoral accountability mechanisms gain importance; (iii) inadequate legal/financial/strategic frameworks, including strong dependence on central transfers and missing line-ministry implementation guidance for transferred functions; (iv) limited vertical coordination across levels; (v) absence of a comprehensive subnational digitalisation strategy. Most causes are addressable within the module, conditional on sustained government commitment and coordination with other development partners.

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Therefore, the Module objective is: *The population in selected partner provinces of Cambodia has access to improved inclusive, climate-sensitive and digital services of districts and municipalities.*

Target group: The direct target group is the population of four proposed partner provinces: Battambang (1,132,017 residents, 51% women), Banteay Meanchey (898.484 residents, 50% women), Siem Reap (1,099,824 residents, 51% women), and Stung Treng as an additional province (approx. 176,488 residents). The target group will be reached through the selected 18 “champion DM’s” professional and managerial staff as intermediaries. The “champion DMs” will be identified through a competitive, criteria-based selection process and will be characterised by a strong (political) commitment to innovative approaches in service delivery. Following the resurgence of the border conflict between Thailand and Cambodia and the recently concluded ceasefire agreement, a small number of selected DMs will be supported in their disaster management and service restoration. Other intermediaries include elected council members at DM level as well as the professional and managerial staff of the provinces, the NCDD-S and selected line ministries.

Strategy: The module consolidates and further develops achievements from the predecessor project by moving from support in confined thematic areas to a demand-driven, holistic approach for competitively selected “champion” districts and municipalities (DMs). It aims to generate innovations and good practices in DM service delivery, create flagship examples for decentralisation reform implementation, and use evidence from field practice to strengthen national frameworks for subnational administrations through a bottom-up approach—especially in sectors where line ministries have provided limited support. The strategy follows a multi-level approach, aligning mutually reinforcing capacity development and advisory interventions at national, provincial and DM levels. Capacity development is implemented at three levels: (i) individual—strengthening technical and managerial competencies through advisory services, institutionalised training and peer-learning; (ii) organisational—improving structures and processes for efficient, citizen-oriented mandate fulfilment, focusing on service delivery processes and core governance functions (planning and budgeting, council oversight and decision-making, participation and social accountability); and (iii) societal—promoting dialogue and cooperation across government levels and with civil society and the private sector, scaling good practices, and feeding lessons into the development of legal, financial and strategic frameworks. The module applies a strong LNOB and gender lens, prioritising disadvantaged groups (notably women, youth and internally displaced persons) to reduce inequality and strengthen social cohesion. It follows Digital by Default, expanding digital solutions for governance and service delivery (including participation formats) and knowledge transfer (e-learning). All activities are conducted according to the Do No Harm principle and conflict sensitivity to mitigate risks.

Output 1 strengthens the operational capacity of selected “champion” districts and municipalities (DMs) to deliver inclusive, climate-sensitive and digital administrative and sectoral services. Champion DMs will be supported to develop and implement participatory, evidence-based action plans that integrate climate and gender considerations for priority services (e.g. waste management, agricultural irrigation, social services). Digitalisation will be used systematically to improve effectiveness and transparency, and DMs will receive support to introduce cost-recovery financing instruments where appropriate. To strengthen inclusive steering and transparency, the module will support the institutionalisation of (sub-)committees within DM councils, ensuring the transparent, inclusive and representative selection of members from public sector, private sector and civil society. Each champion DM

will implement demonstration projects embedded in the action plans, supported through technical/process advice and targeted financial support. These pilots will deliver tangible improvements for citizens and administrations, enable meaningful participation of vulnerable groups (including internally displaced persons), and be designed for transferability to other DMs through scaling mechanisms. In parallel, the module will support further digitalisation of administrative services delivered through One Window Service Offices (OWSOs), focusing on modernising processes (e.g. digital signatures, AI-supported functions such as chatbots) and expanding mobile service delivery. Activities will be closely coordinated with the Ministry of Interior (MoI) and ADB. Lessons learned will be systematically fed into peer-learning (Output 4) and policy reform proposals (Output 5), ensuring cost-effectiveness.

Output 2 strengthens the institutional capacity of selected DMs to exercise steering and management functions for improved service delivery. The module will support champion DMs to adapt administrative structures to priority services and strengthen key management processes, particularly planning and budgeting. DMs will be advised in the evidence-based and participatory preparation of investment planning that integrates climate aspects and ensures coherence between medium-term and annual budgets, as well as alignment with commune/Sangkat planning. Practical innovations and good practices will be fed into structured vertical dialogue with national actors (NCDD-S, MoI, MoP, MEF) to inform framework development (Output 5). The starting point for tailored advisory support will be organisational assessments for each champion DM to identify improvement needs in structures and processes and prioritise concrete measures (e.g. mandates and number of organisational units, internal workflows, gender-responsive HR planning, digitalisation of HR processes). A specific focus will be placed on strengthening women's leadership in subnational administrations and councils, in coordination with NCDD-S.

Output 3 strengthens effective participation and accountability mechanisms in service delivery and DM governance. The module supports both the “supply” (availability and quality of mechanisms) and the “demand” side (citizen use of mechanisms) to promote constructive state–citizen relations. Building on pilots of the Social Accountability Framework at DM level, the module will strengthen and better integrate existing mechanisms—particularly by linking Community Accountability Facilitators (CAF) with the ombuds mechanism—and embed them into service improvement processes (Output 1) and planning/steering (Output 2). ISD II will provide technical advice to implement and, where needed, further develop legal and guiding frameworks for accountability mechanisms, with an emphasis on effectiveness and efficiency (e.g. clearer tasks and functions and stronger collaboration between CAFs and ombuds persons). Comprehensive capacity building will be provided to CAFs, ombuds persons and DM officials through institutionalised trainings, tailored mentoring and on-the-job support. The module will promote the systematic use of multiple accountability instruments (e.g. service scorings, Joint Accountability Action Plans, formal complaints) and strengthen meaningful participation channels for citizens in service improvement and planning. Citizens—especially women, youth and other disadvantaged groups, including internally displaced persons—will be actively mobilised to participate in consultations and decision-making (e.g. public hearings, committee meetings, prioritisation workshops). Partnerships with local and national CSOs will support citizen activation through technical/process advice and targeted **financial support**. **Digital tools** for participation and transparency will be promoted to broaden reach and accessibility.

Output 4 ensures DM technical staff have access to relevant knowledge, good practices and learning experiences for sustainable service delivery. The module will support peer-learning

networks on service delivery, planning and budgeting, participation and accountability, and gender equality. Networks will link champion DMs with other DMs at provincial and national levels (e.g. “mentor DMs” and “transfer DMs”) to disseminate tested approaches efficiently at scale. Stronger practitioner networks are expected to increase bottom-up influence on national decision-making and demand for further reform (Output 5). Learning needs and practical experiences generated through champion DMs and networks will feed into institutionalised training formats, including e-learning, developed or further strengthened by formal training institutions, especially NASLA. Scaling through peer-learning and co-financing/own contributions for network activities enhances efficiency and cost-effectiveness.

Output 5 improves the legal, financial and strategic framework conditions for inclusive, climate-sensitive and digital service delivery at DM level. The module will strengthen capacities of national actors—particularly NCDD-S, MoI, MEF and relevant line ministries—through technical and process advisory services to develop more evidence-based and demand-oriented policy instruments (e.g. expansion of non-tax revenues, performance management systems, stronger participation and accountability mechanisms). At the network level, the module supports NCDD-S, provinces and DMs to strengthen vertical dialogue and coordination mechanisms (including continuation of the national forum) and promotes line-ministry sector support services for DMs. Subnational actors will be supported to feed solutions and implementation experiences into policy dialogue. The scaling and institutionalisation of evidence-based approaches tested in champion DMs underpins sustainability and cost-effectiveness.

The **political partner** is the National Committee for Sub-National Democratic Development Secretariat (NCDD-S). NCDD-S, which also acts as the implementing partner of the module, was established in 2008 as the support unit of the inter-ministerial National Committee for Sub-National Democratic Development (NCDD). It plays the lead role in coordinating the implementation of the Cambodian government’s decentralisation agenda and prepares the decisions of the NCDD.

Important partner institutions are the councils and administrations of the champion DMs (to be selected) as well as those at the provincial level in the four partner provinces (see Chapter 4.1 “Target group”). Within the framework of subnational administration, they have the mandate to steer and shape the socio-economic and spatial development through (spatial) planning and the implementation of measures. DMs are characterised by capacity constraints at the human, institutional and systemic levels (see Chapter 3 “Causes”). The needs for capacity development for elected representatives, technical staff and management staff vary: council members require a better understanding of their role as representatives of the community, the mandate of the councils to set DM priorities and to oversee the Board of Governors appointed by the government, as well as the opportunities to involve different interest groups in the development of DM-policies and strategies. Subnational public employees and their managers often need more in-depth knowledge of the legal and administrative framework governing subnational administrations, sector-specific approaches to service delivery and suitable and practical ways of interacting with citizens and DM stakeholders.

In addition, the module cooperates with further institutions at the national level: the Ministry of Interior (MoI), the Ministry of Economy and Finance (MEF), the Ministry of Civil Service (MCS), the Ministry of Planning (MoP) and the line ministries responsible for the selected service sectors, such as the Ministry of Water Resource Management (MoWRM), the

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Ministry of Environment, the Ministry of Rural Development, the Ministry of Health (MoH), or the National Social Protection Council. These represent important actors for improving the framework conditions for DM service delivery. MoI plays a particularly important role due to its overall responsibility for the political and administrative supervision of the subnational level.

Important partner institutions also include national or local CSOs engaged in decentralisation and sustainable local and urban development. They often lack opportunities for effective engagement, willingness from the state side for cooperation and financial resources to contribute constructively to processes of improving DM service delivery.

Private as well as public training institutions, such as the National School of Local Administration (NASLA), which can offer training relevant to sustainable local and urban development, or the Association of Sub-national Administration Councils (ASAC), are also part of the partner structure. They mostly lack the personnel and financial capacity to provide tailored training content.

Further details on ISD II are supplied in the annex (extract from the module proposal as well as results matrix)

2. Tasks to be performed by the contractor

GIZ is seeking a contractor for the supply and management of mainly short-term expert services, complemented by a long-term international senior advisor position, to support the implementation of the ISD II programme. The tenderer's services will be part of the overall programme approach and will therefore follow the same strategy and objectives. The services will be delivered through three pools of short-term experts: international and national (senior; junior) in the form of technical services.

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 and indicative work packages

By timely and flexibly providing short- as well as long-term experts to perform tasks as required by the ISD II programme, the contractor contributes to achieving the objectives of the ISD II programme as detailed below:

Module objective: The population in selected partner provinces of Cambodia has access to improved inclusive, climate sensitive and digital services of districts and municipalities.

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Module objective indicator(s)

1. Share of residents who are satisfied with the quality of selected sector and administrative services available in their champion districts and municipalities (DMs) in the selected partner provinces.
2. Number of champion DMs in which both chairperson of the council as well as a member of board of governors can demonstrate by means of two examples how the DM has tangibly improved inclusive, climate sensitive and digital services for the population.
3. Share of residents from champion DMs who report increased confidence that they can have an impact on public service quality.
4. Number of case studies that demonstrate how newly or further developed policy instruments have contributed to improved inclusive, climate sensitive and digitized services of districts and municipalities.

Output 1: Selected DMs in the partner provinces have improved operational capacity for inclusive, climate sensitive and digital delivery of selected administrative and sector services.

Output indicators:

- 1.1 Number of documented new examples of applied innovative OWSO processes in the champion DMs.
- 1.2 Number of champion DMs that have implemented an inclusive and climate-sensitive demonstration project in line with an approved service improvement plan for selected sectors of DM service delivery.

Output 2: The institutional capacities of selected DMs in the partner provinces to perform steering and management functions for inclusive, gender-sensitive, climate-sensitive and digital service provision are improved.

Output indicators:

- 2.1 Number of Champion DMs that, on the basis of an organisational diagnostic, have implemented 3 measures for the improvement of their organisational performance.
- 2.2 Number of champion DMs which in an inclusive process have approved a climate sensitive 3-year rolling investment plan and a corresponding annual budget for two consecutive years in a row which are aligned with the strategic priorities of the respective 5-year development plan.

Output 3: Mechanisms for meaningful citizen participation and accountability in service provision in selected DMs in the partner provinces are strengthened.

Output indicators:

- 2.1 Share of recommendations resulting from integrated participation and accountability mechanisms in each champion DM that result in follow-up actions.

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2.2 Number of youth and vulnerable group members making active use of participation and accountability mechanisms in champion DMs.

Output 4: Practitioners from DMs have access to relevant technical and methodological knowledge, good practices and lessons learned for improved inclusive, climate sensitive and digital service provision.

Output indicators:

2.1 Number of peer learning networks for key aspects of DM service provision operational.

2.2 Number of practitioners who consider institutionalized training modules on inclusive, climate-sensitive or digital service provision as useful for their work.

Output 5: The legal, financial and strategic conditions for the inclusive, climate-sensitive and digital service provision in selected partner provinces are improved.

Output indicators:

2.1 Number of participatory and evidence-based policy instruments with the aim to strengthen inclusive, climate-sensitive and digital service provision at the DM level, which are submitted to the competent institution for decision.

2.2 Number of concrete proposals for improving the legal, financial and strategic conditions for DM provision that are available.

In case the module and output indicators as well as the outputs themselves are amended during the project, the contractor will continue to contribute to the whole project, including the possible changes, as long as it is within the scope of the contract.

The contractor is responsible for providing the following services aligned to the five outputs of ISD II. The contractor is expected to provide flexible consultancy services along the following indicative list of work packages, tasks and accompanying deliverables:

Indicative Work Packages

In line with the ISD II log frame and its annual plans of operations, the contractor will provide national and international long- as well as short-term key experts on pertinent issues related to ISD II support to Cambodia's SNDD reforms. Work packages (WP) of the contractor will be derived from the concrete needs identified in the scope of the implementation of output 1-5. An indicative list, subject to further adjustments based on the needs of the ISD II programme, includes the following work packages:

Output 1

WP1.1: OWSO Service Innovations

Background: OWSOs are a key interface for administrative services; digitalisation and process modernisation can improve accessibility, transparency and efficiency. ISD II builds on

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earlier digitalisation support and coordination with MoI, DMs and development partners and seeks to deliver technical advice to introduce further innovations for the provision of OWSO services.

Indicative Activities:

- Assess current OWSO service processes, bottlenecks and digital maturity (incl. mobile OWSO potential) including both, the DM side (supply) as service provider as well as the customer/citizen experience (demand).
- (Co-)develop and support DMs in piloting digital and process innovations (e.g., streamlined SOPs, e-signature workflows, AI-supported information functions such as chatbots where feasible, software solutions or upgrades of digital solutions).
- Support implementation (change management, staff coaching, user guidance) and document lessons learned for scaling.

Tentative Deliverables:

- Diagnostic note and prioritised innovation roadmap.
- Pilot implementation package (SOPs, templates, training materials).
- Pilot evaluation and lessons learned brief (incl. scaling recommendations).

WP1.2: Service Improvement Planning & Demo Projects

Background: ISD II supports champion DMs to develop integrated service improvements plans (e.g. in the sectors municipal waste management, small-scale irrigation, social services), integrating climate sensitivity considerations, inclusion and feasible financing options. In the scope of the work package, the contractor will deliver technical advice to Champion DMs in the development and endorsement of evidence-based, participatory, and climate-sensitive service improvement plans as well as advice the implementation of demonstration projects for service improvement.

Indicative Activities:

- Facilitate participatory diagnostics and baseline/service mapping (incl. inclusion and climate risk lens).
- Support drafting and formal endorsement of service improvement plans in line with relevant DM planning instruments (e.g. development plans, investment programs, annual budgets) and government policies, strategies and action plans (incl. cost-recovery/financing options as appropriate).
- Design and support implementation of demonstration measures per DM; ensure transferability and documentation for peer-learning.

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Tentative Deliverables:

- Service diagnostic and baseline summaries (per champion DM / service).
- Endorsed service improvement plans (per champion DM).
- Demonstration project documentation (implementation notes and results briefs).

Output 2

WP2.1: Organisational & HR Strengthening

Background: DMs face capacity constraints; organisational improvements (structures/processes/HR) are required to sustain better service delivery and strengthen leadership, including women in decision-making. In the scope of the work package, the contractor will deliver technical and process advice to champion DMs to implement organisational improvement measures.

Indicative Activities:

- Conduct organisational assessments (structures, mandates, workflows, HR practices, leadership gaps).
- Support prioritisation and implementation of improvement measures (e.g., unit mandates, internal workflows, HR planning, gender-responsive HR measures, HR-process digitalisation where feasible).
- Provide coaching/mentoring formats and implementation support to DM leadership and relevant units.

Tentative Deliverables:

- Organisational assessment reports (per champion DM).
- Organisational improvement action plans and implementation support notes.
- Women's leadership support package (module and practical guidance).

WP2.2: DM Planning & Budgeting

Background: Strengthened planning and budgeting is critical for sustainable and climate-sensitive service delivery and for linking priorities to resources across commune/Sangkat and DM planning cycles. In the scope of the work package, the contractor will deliver technical and process advice to champion DMs in strengthening planning and budgeting functions.

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Indicative Activities:

- Review current planning/budgeting practices; identify gaps in coherence, climate integration and participatory processes.
- Support development/improvement of planning and budgeting tools (templates, guidance, prioritisation methods, climate tagging where feasible).
- Coach DM staff and councils to apply tools; document good practice for vertical dialogue and scaling.

Tentative Deliverables:

- Planning and budgeting gap analysis (per DM / consolidated).
- Improved planning and budgeting toolset (templates and guidance).
- Good practice cases and cycle support briefs.

Output 3

WP3.1: National Participation and Social Accountability Frameworks

Background: ISD II builds on experiences with social accountability and the ombuds mechanism and supports improving national accountability frameworks and linkages (roles, processes, instruments) to enhance effectiveness and citizen trust. In the scope of the work package, the contractor will provide technical and process advice to NCDD-S and Mol on strengthening the policy framework for participation and accountability mechanisms at DM level.

Indicative Activities:

- Map existing participation/accountability mechanisms and interlinkages; review available studies/assessments and identify gaps.
- Develop recommendations to strengthen legal/guiding frameworks (roles and functions, coordination, efficiency and effectiveness).
- Facilitate consultations and produce actionable guidance/policy proposals for adoption and/or further development.

Tentative Deliverables:

- Mechanism mapping and gap analysis.
- Guidance/policy options paper and consultation summaries.

- Final recommendations package for adoption/follow-up.

WP3.2: DM Level Participation & Accountability

Background: Effective participation and accountability require both strong mechanisms (“supply side”) and citizen uptake (“demand side”), especially for women, youth and other disadvantaged groups. In the scope of the work package, the contractor will provide operational backstopping to DM administrations (supply-side) and strategic support to CSO demand-side work.

Indicative Activities:

- Provide technical backstopping to DM councils/administrations to apply participation/accountability instruments in service improvement and planning cycles.
- Support CSO partners with methodology, process design and coordination with DMs to mobilise citizens and facilitate meaningful participation.
- Pilot and refine integrated accountability/participation workflows (including digital participation tools where appropriate).

Tentative Deliverables:

- Operational guidance notes and training/coaching package.
- Documentation of pilots (cases, lessons, recommendations).
- Consolidated operational toolkit for replication.

Output 4

WP4.1: Peer-Learning Networks

Background: Peer-learning networks are a key scaling mechanism to disseminate tested approaches beyond champion DMs, strengthen practitioner exchange, and feed bottom-up lessons into reform dialogue. In the scope of the work package, the contractor will provide technical and process advice to establish and institutionalise intra- and inter-provincial peer-learning networks.

Indicative Activities:

- Design network set-up (topics, membership, governance, annual learning agenda, mentor/transfer modalities).

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- Facilitate regular learning cycles (clinics, exchange visits, case documentation, action learning) and support network coordination.
- Develop scaling products (case studies, practice notes, templates) and link results to multi-level dialogue and reform discussions.

Tentative Deliverables:

- Network concept and annual plan.
- Facilitation packages and documentation for learning cycles.
- Repository of practice notes, cases and scaling products.

WP4.2: Institutionalised Training & E-Learning

Background: Training providers (notably NASLA) require strengthened capacity to deliver structured, regular, practice-oriented training and e-learning responding to DM needs and ISD II lessons. In the scope of the work package, the contractor will provide technical and process advice to training providers on structured training formats incl. e-learning.

Indicative Activities:

- Assess training and (e-)learning needs and provider capacities (incl. readiness for structured training cycles and e-learning delivery).
- Co-develop and pilot needs-based curricula/modules, including selected e-learning formats, aligned with champion DM learning needs.
- Support training providers in institutionalisation (training calendar, quality standards, trainer pool, sustainability approach) and support the integration of lessons into regular curricula.

Tentative Deliverables:

- Training/e-learning needs assessment and priority curriculum outline.
- Training module set (incl. e-learning prototypes) and pilot documentation.
- Institutionalisation plan and evaluation report.

Output 5

WP5.1: NP-2 Strategic & Legal Reform Advice

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Background: NP-2 implementation requires stronger legal/financial/strategic frameworks, including fiscal decentralisation, DM non-tax revenues, and clarity on regional administration and implementation guidance for devolved functions. In the scope of this work package, the contractor will provide legal and strategic advice to NCDD-S and national institutions on selected NP-2 implementation issues.

Indicative Activities:

- Provide demand-driven reviews of draft policy/legal instruments and develop options and implementation recommendations.
- Conduct targeted analyses (e.g., DM non-tax revenue enhancement pathways; fiscal decentralisation implications; alignment issues related to regional administration).
- Support consultations and drafting/refinement of recommendation packages for decision-making and follow-up.

Tentative Deliverables:

- Policy/legal review comments and technical notes (as requested).
- Options papers and implementation roadmaps for selected issues.
- Consultation documentation and consolidated recommendations package.

WP5.2: Multi-level dialogue

Background: ISD II promotes bottom-up learning from champion DMs and peer-learning networks to inform national reforms, using structured dialogue formats (e.g., national/ISD decentralisation forums). In the scope of this work package, the contractor will provide technical and procedural support to the development of evidence-based policy proposals from champion DMs and peer-learning networks.

Indicative Activities:

- Systematise evidence from pilots, organisational improvements, participation/accountability work, and peer-learning into policy-relevant messages.
- Jointly with partner institutions, co-facilitate multi-level dialogue (DM–province–national) and prepare policy proposal packages for NCDD-S/Mol/MEF and line ministries.
- Support dissemination through forums and technical roundtables; document follow-up actions and early uptake.

Tentative Deliverables:

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- Thematic policy proposal briefs and evidence summaries.
- Forum/roundtable documentation and presentation materials.
- Synthesis report of recommendations and uptake status (incl. action tracker).

Crosscutting

WP0: Project Implementation Support

Background: The ISD II implementation environment requires strong coordination, flexible steering, consistent quality assurance, and results-oriented monitoring to ensure that technical support across Outputs 1–5 is coherent, timely, and aligned with partner needs and reporting requirements. In the scope of this work package, the contractor will provide support in developing and implementing fit-for-purpose M&E and learning systems, supporting multi-stakeholder workshops and dialogue formats, and providing organisational development inputs to project teams as critical enablers for effective delivery across all work packages.

Indicative Activities:

- Support operationalisation of project M&E and learning systems (incl. results framework operationalisation, indicator tracking, data collection tools, baseline/periodic measurements where needed, and learning loops).
- Provide moderation/facilitation for strategic workshops, peer-learning events, and multi-stakeholder coordination meetings (national, provincial, DM level).
- Provide strategic advice and hands-on support on organisational development aspects relevant to implementation (e.g., work planning routines, mid-line or endline surveys, coordination mechanisms, roles and processes, interface management across stakeholders).
- Support team building and collaboration within the contractor team and, where relevant, with partner institutions (e.g., joint planning sessions, reflective practice formats, conflict-sensitive collaboration).
- Support development and quality assurance of core management products (e.g., annual/quarterly work planning support, progress and results reporting, knowledge products).

Tentative Deliverables:

- M&E system set-up package (indicator reference sheets, data collection tools/templates, reporting routines, learning plan).
- Moderation/facilitation documentation (agendas, moderation concepts, minutes/summary reports, agreed next steps).

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- Organisational development and team-collaboration support notes (recommendations, agreed measures, implementation follow-up).

The list of indicative work packages, activities and deliverables outlined above serves to give a preliminary overview of the expected scope of work and is not exhaustive. The programme follows a results- and demand-oriented approach that requires a high level of flexibility and adaptability. This implies that although required services will in general be aligned to the above-mentioned work packages, the exact activities and milestones cannot be exactly defined at this point.

The contractor will provide experts for the positions and tasks listed in chapter 4 of these ToR. For the mobilization of short-term experts (STEs), the following standard operating procedure (SOP) is foreseen:

- The GIZ project in cooperation with the contractor will determine the scope of a potential STE-assignment together with the respective Cambodian beneficiary.
- The contractor will develop individual terms of reference (ToR) for an STE-assignment according to a pre-agreed template and submit it to GIZ for approval.
- As element of the approval, GIZ will determine whether the STEs will either directly report to a designated GIZ counterpart or to the contractor for the duration of the assignment. Depending on partner's request, STEs shall be available on site or remotely.
- After approval, the contractor is expected to identify up to three available and qualified STEs based on the qualifications required in chapter 4 of these ToR within five business days and submit the short list to GIZ.
- GIZ will select a shortlisted STE in coordination with the respective Cambodian beneficiary. GIZ reserves the right to conduct interviews as part of this process step.
- The contractor will mobilize the selected STE for the assignment in line with the individual ToR. Depending on the prior decided setup, STEs will either directly report to a designated GIZ counterpart or to the contractor for the duration of the assignment. In both cases, STEs are expected to work in close cooperation with GIZ technical advisor(s) and GIZ team leader on site who, after completion of the contractor's quality assurance process, have to confirm the finalization of all deliverables.
- After finalization of the deliverables, the contractor will close the individual STE-assignment. The contractor will ensure that the final deliverables specified in the individual ToRs of each assignment are available. Moreover, the contractor is expected to ensure availability of clear information on the services provided, their costs and the results, impacts achieved and recommendations for next steps after the assignment is completed (cf. reporting requirements).

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

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- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services. In line with the above specified SOP for the mobilisation of STEs, GIZ will have to agree on the proposed experts for each assignment.

Requirements on materials and equipment and operating costs:

- Taking into account the provisions in chapter 5.4 and 5.5., the contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.
- The contractor is responsible for arranging the travel and visas of international experts to and from Cambodia.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.
- The contractor shall keep timesheets for individual STE assignments and submit the same to the project within one month after the end of the individual STE assignment for approval. Invoice(s) for the completed assignments shall be submitted quarterly.
- The contractor shall at all times maintain an up-to-date overview list of completed short-term assignments, including the number of days and the corresponding budget disbursements done and still available.
- For the GIZ cost-output monitoring (KOMP) all related tasks shall be attributable as follows:

Work Package 1, 2	100% Output 1
Work Package 3, 4	100% Output 2
Work Package 5, 6	100% Output 3
Work Package 7,8	100% Output 4
Work Package 9, 10	100% Output 5
Work Package 0	20% each, Output 1-5

In case of changes to the work packages, output allocations can be clarified with the GIZ team respectively.

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

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- Results that have occurred in the contractor's sphere of responsibility
- Results that have occurred outside the contractor's direct sphere of responsibility (
- Risks, such as policy directions or a new political and strategic orientation for the country that might contradict the envisioned approach requested by the partner at the beginning of the implementation of these ToRs.
- Degree to which the requirements resulting from the monitoring system of the project or the partner are met.
- Challenges and Lessons learnt from the implementation of assignments and work packages

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 English:

- Inception report (up to 10 pages, DIN A4, Arial 11, without annexes; table of content to be pre-agreed) to be submitted three weeks after deployment of the senior international DM advisor (cf. position expert 2).
- Interim report(s) (up to 10 pages, DIN A4, Arial 11, without annexes; table of content to be pre-agreed) to be submitted two weeks after each six-month implementation period;
- Interim report(s) (up to 2 pages, DIN A4, Arial 11, without annexes; table of content to be pre-agreed) to be submitted two weeks after completion of an STE-assignment
- Final report (up to 30 pages, DIN A4, Arial 11, without annexes; table of content to be pre-agreed 6 month before end of implementation period); draft to be submitted two month before the end of the implementation period; final draft to be submitted at the end of the implementation 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:

- Contributions to the yearly report to GIZ's commissioning party (deadline for submission to the commissioning party is January 31 for the reporting period for the previous years) as well as the final report to the commissioning party
- Contributions to the quarterly report to GIZ's co-financing party LuxDev (deadline for submission to LuxDev is 15.5. / 15.9. in each year)
- Contributions to the yearly report to the ISD II's project steering committee (PSC) (deadline for submission to the PSC is within the first quarter of each year)
- Contributions to the monthly activity report to ISD II's political partner NCDD-S (deadline for submission to NCDD-S is between the 20th and 25th of each month)

Requirements for company-wide learning, knowledge and innovation:

- 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

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training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

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

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

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

DATA PROTECTION

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ with regard to such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

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Data protection by design and by default

The digital tool developed or upgraded on behalf of a local partner of GIZ must meet the highest data protection standards, especially those relating to data protection by design and by default, as stated in Annex “Data protection standards for developing digital tools meant for GIZ’s partners”. The contractor is therefore required to inform GIZ if any applicable national requirement is incompatible with the provisions of this annex. We equally recommend the partner to conclude data protection agreements with the hosting service provider(s) and the maintenance service provider(s), where applicable. The GIZ would be available to support the partner whenever need arises.

When GIZ hires a contractor to develop or upgrade a data processing system (platform, website, app etc.) on behalf of a local partner, who determines the purposes and means of the data processing activity, GIZ does not bear ANY responsibility for such processing. Although the GIZ builds such systems in conformity with the highest data protection standards, however, its responsibilities end with the handing over of the systems to the partner. As a data controller, the partner must ALONE comply with all local and regional laws applicable to such processing (including the GDPR, where applicable). Consequently, the data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject should be paid due attention. We equally recommend the partner to conclude data protection agreements with the hosting service provider(s) and the maintenance service provider(s), where applicable. GIZ would be available to support the partner whenever need arises.

2.5 Other requirements

Communication and visibility:

All communication products produced by the contractor directed at third parties must adhere to ISD’s relevant communication and visibility guidelines. Approval by ISD is required in all instances.

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:** The fight against gender-specific discrimination and disadvantages, realising equal opportunities and rights for all people regardless of their gender, their sexual orientation and gender identity are essential values of GIZ, a guiding principle of our corporate actions and a quality feature of our work. The contractor is required to mitigate any unintended negative consequences that might reinforce existing gender inequalities. Within the scope of the work, the contractor is required to ensure it is being carried out in a gender-sensitive, gender-responsive or if possible, gender-transformative manner, depending on the nature of the individual assignments.
- **Environmental protection and climate action** (climate change mitigation/adaptation): GIZ would like to reduce greenhouse gas emissions caused by travel. Contractors are required to include options for reducing emissions in the tender documents, 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. In addition, measures will be outlined in the ToR for the individual assignments, i.e. on climate-responsive planning and budgeting and / or tax-impact analysis.

- **Conflict and context sensitivity:** The contractor shall apply a do-no-harm approach to all of its activities, particularly its direct engagements with local communities, to minimize the risk of exacerbating conflict dynamics. The contractor shall ensure its analyses and reports are compiled in a conflict-sensitive way. To this end, the contractor shall ensure a suitable level of qualification among its team.
- **Human rights:** The contractor shall contribute to human rights. Possible unintended negative effects are mitigated by a context-sensitive monitoring system and integrative, participatory and conflict-sensitive approaches. To protect implementing partners and beneficiaries, the contractor shall reduce the amount of personally identifiable information, that project partners need to provide, to a minimum. The contractor shall establish and adhere to clear data protection guidelines.
- **Security precautions:** The contractor is responsible for ensuring its own safety and security and that of its personnel. The contractor shall ensure that its personnel are adequately prepared for assignments, informed about the security situation in the country of assignment and, where necessary, participate in relevant training. The contractor shall ensure appropriate insurance coverage and compliance with the health requirements of the country of assignment. The contractor shall provide GIZ with emergency contact details and inform GIZ in advance about the travel dates and locations of deployed personnel. GIZ may share available information on the security situation and general security guidance with the contractor. Such information is provided without guarantee of completeness or accuracy and does not create any responsibility for the safety of the contractor's personnel. In the event of a crisis or security incident, the contractor and its personnel shall follow the instructions of the responsible GIZ country office and the relevant diplomatic representation.

The contractor's staffing profile should be balanced in terms of gender and age. GIZ encourages the employment of persons with disabilities and promotes their role as inclusion experts.

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 thereby contributing to the achievement of ISD's outputs and specific objective. In addition, the tenderer must describe the design of the project management process.

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

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

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

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

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

Processes describe actions or set of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

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

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

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

When outlining processes and actors and their interactions, it is expected that tenderers will provide information going beyond the ones included in this ToR and its annex (e.g. information gathered from their own research or experience).

3.3 Strategy (section 1.3 of the assessment grid)

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

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

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

The tenderer is required to describe and justify the approach it plans to adopt in order to contribute to ISD II's specific objective and outputs (see section 2) to meet the objectives defined for the contract itself (see section 3.1 above), and to implement the tasks outlined in 2.2 above.

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

Against the backdrop of the objectives and tasks of the tender (section 2.2), the tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system of ISD II who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

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

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

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

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

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can contribute to improving the human rights situation through corresponding measures (see also relevant requirements in section 2.5).

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

3.4 Project management

(section 1.4 of the assessment grid)

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

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

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

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3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

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

3.4.3 Steering or coordination of measures with the relevant implementing partner

(section 1.4.3 of the assessment grid)

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

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

Furthermore, the contractor is required to explain its approach to the management of expenditures and costs, accounting processes and invoicing (in accordance with GIZ's requirements). Moreover, it is required to describe an IT-based financial monitoring tool which includes an overview of expert days committed and delivered, and updates on the status of assignments (financial monitoring).

3.5 Further requirements

(section 1.5 of the assessment grid)

The tenderer is required to describe its backstopping strategy. A CV (max. 4 pages) must be provided for the positions for technical and, where appropriate, administrative backstopper. Please refer to section 2.3 for the elements to be addressed.

Requirements:

- 5 years of professional experience in the field of providing technical advice in the field local governance and decentralisation to public institutions: 5 out 10 points
- 7 years of experience in managing international development projects: 4 out 10 points
- Knowledge of English C2-level in the Common European Framework of Reference for Languages: 1 out 10 points

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.**

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In order to mobilise demand-driven technical assistance for improved subnational service delivery and decentralisation reform – predominantly via the flexible, easily deployable Pools of Short-term Experts – the following positions are foreseen:

- **Expert 1: One pool manager with national experience** in charge of administrative and strategic management of the pools, based in Phnom Penh/Cambodia
- **Expert 2: One senior technical DM Advisor with international experience**, qualified to provide expert advisory to GIZ, based in Siem Reap/Cambodia
- **Expert 3: One pool of STEs with international experience**, qualified to deliver assignments across the work packages identified in chapter 2.2.
- **Expert 4: One pool of senior STEs with national experience**, qualified to deliver assignments across the work packages identified in chapter 2.2.
- **Expert 5: One pool of junior STEs with national experience**, qualified to deliver assignments across the work packages identified in chapter 2.2.

Expert 1 and Expert 2 are foreseen to closely collaborate in the steering and implementation of the tender. While Expert 1 is foreseen to lead administrative and managerial aspects related to the implementation of the tender, Expert 2 is expected to take over the technical advisory leadership:

Depending on the partner's request, STEs shall be available on site and/or remotely. When proposing experts, the tenderer must ensure that the team is well-balanced with respect to gender and age. The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment. 'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

The experts proposed for the STE pools are not part of the technical assessment and no CVs have to be submitted in the scope of the tender. The qualifications specified for the pool are therefore minimum requirements, the fulfilment of which must be confirmed by ISD II before the experts are assigned (cf. SOP described under section 2.2). The actual number of experts assigned from all pools may differ from the number of experts required in section 4 of the Terms of Reference

Expert 1: Pool Manager with national Experience (section 2.1 of the assessment grid)

This position is a **key expert**. A statement of availability for this expert must be attached to the tender as an annex. The position is based in Phnom Penh and reports to the GIZ Head of Project.

Tasks of expert 1

- Manage day-to-day operations of the STE pools under this contract: sourcing, vetting, contracting coordination, briefing/debriefing, and performance follow-up of STE assignments.
- Maintain and regularly update a qualified roster (incl. availability tracking, profiles, rates/levels, due diligence documentation as required by the contractor).

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- Support GIZ and the advisory team in translating requests into clear assignment ToRs/Scopes of Work (including deliverables, timelines, QA criteria) and ensure rapid mobilisation.
- Support quality assurance of STE outputs (review process, feedback loops, acceptance procedures) and compliance with cross-cutting requirements (gender/LNOB, climate, digitalisation, safeguarding) in coordination with expert 2.
- Coordinate administrative/logistical arrangements for STE deployments, incl. scheduling, meeting arrangements, and mission support as applicable.
- Produce regular pool management reporting (utilisation, performance, issues/risk log, recommendations for roster strengthening).
- Actively support ISD's knowledge management as well as ISD's reporting to commission parties in coordination with expert 2.
- Leverage national networks to identify qualified Cambodian experts and facilitate stakeholder access where appropriate.

Qualifications of expert 1.

Education/training (section 2.1.1 of the assessment grid):	University degree (e.g. Master's or German Diplom) in Public Administration, Political Science, Development Studies, Economics, Social Sciences, Human Resources/Management, or another sector-relevant discipline.
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages (5 out of 10 points) Knowledge of Khmer, C2-level in the Common European Framework of Reference for Languages (5 out of 10 points)
General professional experience (section 2.1.3 of the assessment grid):	10 years of professional experience in project management in the field of local governance/local development/public administration and/or service delivery.
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of experience in expert mobilisation / roster (pool) management, acquired within the last 10 years.
Leadership/management experience (section 2.1.5 of the assessment grid):	3 years of management experience in projects/organisations with disciplinary responsibility for 5 people or more and an annual budget responsibility for EUR 250,000 or more
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	Not applicable
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	7 years of professional experience in Cambodia (South-Eastern Asia), including demonstrated network with relevant national stakeholders in the field of decentralisation reform (e.g. government, CSOs, training providers, consultants).
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	5 years of experience in development cooperation projects/programmes (e.g. GIZ, UN, IFIs, bilateral agencies, INGOs), acquired within the last 10 years.

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Other (section 2.1.9 of the assessment grid):	Demonstrated experience in results-based reporting and basic financial/contract management
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Expert 2: Senior Technical DM Advisor with international Experience (section 2.2 of the assessment grid)

This position is a **key expert**. A statement of availability for this expert must be attached to the tender as an annex. The position is based in Siem Reap and reports to the GIZ Head of Component (Output 1,2 and 3).

Tasks of expert 2:

- Provide specialised technical inputs and advisory services to GIZ as well as partner institutions in line with international good practices across WP1.1–WP3.2 and contribute to WP4.1–WP5.2 where direct linkages to Outputs 1–3 apply
- Ensure technical coherence and complementarity between contractor services and other services delivered by ISD II at DM, provincial and national levels; support alignment of approaches with partner priorities and GIZ steering.
- Design, implement and quality-assure capacity development measures for local partners (DM councils/administrations and relevant provincial actors), including coaching/on-the-job support and structured learning formats linked to project work packages.
- Ensure consistent mainstreaming of gender equality, LNOB, climate sensitivity and digitalisation across all relevant work packages, tools, trainings, and advisory products delivered by the contractor.
- Technical oversight of identification, planning and management of short-term expert assignments (scope definition, ToR inputs, briefing/debriefing, technical supervision), in close coordination with Expert 1 (with administrative/managerial lead).
- Provide quality assurance and ensure integrated implementation and technical steering of key project deliverables
- Support transfer and scaling by documenting lessons learned and producing concise practice-oriented products that can be used in peer-learning networks and training formats.
- Provide timely reporting according to agreed formats and deadlines (technical inputs to inception/progress reporting, minutes/briefs, and consolidated technical summaries).
- Support GIZ counterparts with adaptive management, including strategy updates, preparation of evaluations, and technical inputs for potential follow-on phase design.
- Supporting GIZ counterparts in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase

Qualifications of expert 2:

Education/training (section 2.2.1 of the assessment grid):	University degree (e.g. Master's or German Diplom) in Public Administration, Political Science, Economics, Development Studies, Public Policy, Urban/Regional Planning, or another relevant discipline.
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Language (section 2.2.2 of the assessment grid):	Knowledge of English, C2-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	15 years of professional experience in the field of local governance and municipal service delivery reform
Specific professional experience (section 2.2.4 of the assessment grid):	10 years of strategic and technical advisory experience in municipal public service improvement (7 out of 10 points) 5 years of advisory experience in municipal finance, incl. public investment management (3 out of 10 points)
Leadership/management experience (section 2.2.5 of the assessment grid):	7 years of management experience in technical assistance projects with disciplinary responsibility for 5 people or more or an annual budget responsibility for EUR 250,000 or more in the last 10 years
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	5 years of professional experience the field of local governance and municipal service delivery outside South-Eastern Asia
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	8 years of professional experience in South-Eastern Asia (UN DESA classification) (7 out of 10 points), of which 1 year in Cambodia (3 out of 10 points)
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	10 years of experience in development cooperation projects/programmes (e.g., bilateral agencies, UN, IFIs, INGOs), including advisory assignments with government counterparts.
Other (section 2.2.9 of the assessment grid):	5 years of experience in promoting gender equality in the field of local governance (5 out of 10 points) and providing trainings and competence development formats for municipal practitioners (5 out 10 points)

Expert 3: Senior Short -Term Expert Pool 1 (with international experience) with 20 experts

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 ISD II before the experts are assigned. The number of 20 experts foreseen for this pool is indicative and subject to potential adjustments based on the needs of the ISD II programme.

In line with the SOP for the mobilisation of STEs, experts shall be hired under this expert pool only after consultation with and approval by ISD II (cf. provisions in chapter 2.2). ISD II retains the right to suggest and/or require specific experts to be hired under this expert pool.

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, ISD II must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

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Tasks of expert 3:

- Provide high-level specialised technical inputs and advisory services in line with international good practices across all work packages (WP1.1–WP5.2 and WP0), as required.
- Deliver specialist analyses, technical notes, guidance products, toolkits, and facilitation for workshops/consultations relevant to e.g. decentralisation, subnational service delivery, fiscal decentralisation, organisational development, participation/accountability, private sector/PPP, digitalisation, and capacity development.
- Provide peer review/quality assurance of key deliverables (where requested), ensuring methodological soundness and alignment with cross-cutting requirements (gender/LNOB, climate sensitivity, digital by default, do no harm/conflict sensitivity).
- Support transfer and scaling by documenting lessons learned and producing concise practice-oriented products that can be used in peer-learning networks and training formats.

Qualifications of expert 3:

Education/training:	All experts with a university degree (e.g. Master's or German Diplom) in Public Administration, Public Policy, Economics, Public Finance, Political Science, Urban/Regional Planning, ICT/e-Government, Organisational Development, Social Sciences, or other sector-relevant disciplines.
Language:	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	All experts with 10 years of professional experience in the field of local governance and municipal service delivery reform; of which at least 5 years acquired within the last 10 years
Specific professional experience:	All experts with 7 years of experience in at least one of the following thematic areas: decentralisation/subnational governance; fiscal decentralisation/public finance; service delivery improvement; participation/accountability/social accountability; private sector/PPP for local services; digitalisation/e-government; capacity development and training system strengthening
Leadership/management experience:	Not applicable
International professional experience outside the country/region of assignment:	All experts with 7 years of professional experience in the field of local governance and municipal service delivery reform outside South-Eastern Asia
Professional experience in the country/ region of assignment:	All experts with 3 years of professional experience in South-Eastern Asia (UN DESA classification)
Experience in the field of development cooperation:	All experts with 5 years of experience in development cooperation projects/programmes (e.g., bilateral agencies, UN, IFIs, INGOs), including advisory assignments with government counterparts.

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Other:	Not applicable
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Expert 4: Senior Short -Term Expert Pool 2 (with national experience) with 20 experts

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 ISD II before the experts are assigned. The number of 20 experts foreseen for this pool is indicative and subject to potential adjustments based on the needs of the ISD II programme.

In line with the SOP for the mobilisation of STEs, experts shall be hired under this expert pool only after consultation with and approval by ISD II (cf. provisions in chapter 2.2). ISD II retains the right to suggest and/or require specific experts to be hired under this expert pool.

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, ISD II must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the Senior Short-Term Expert Pool 2

- Provide senior national (Cambodia-based) technical advice across all work packages (WP0 and WP1.1–WP5.2) requiring specialist expertise or substantial implementation experience.
- Deliver advisory services to DMs, provincial administrations and relevant national stakeholders (as requested), including facilitation of workshops, coaching/on-the-job support, and practical problem solving.
- Contribute to the development and adaptation of tools, guidelines, templates and training materials in Khmer/English.
- Support the documentation of good practices and lessons learned for peer-learning networks and training providers (e.g., NASLA), including concise case notes and summaries
- Ensure that advisory inputs reflect cross-cutting requirements (gender/LNOB, climate sensitivity, conflict sensitivity/do no harm, digitalisation where relevant).

Qualifications of the Senior Short-Term Expert Pool 2

Education/training:	All experts with a Bachelor's degree (or equivalent) in a relevant field (e.g., Public Administration, Economics/Finance, Social Sciences, Development Studies, Law, Planning, Management) or comparable qualification.
Language:	All expert with knowledge of Khmer, C2-level in the Common European Framework of Reference for Languages and knowledge of English, B2-level in the Common European Framework of Reference for Languages
General professional experience:	All experts with 10 years of professional experience in advisory work, research and/or capacity development in local governance, public sector reform and/or municipal service

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	delivery; of which at least 5 years acquired within the last 10 years
Specific professional experience:	All experts with 10 years of experience in at least one thematic area with direct relevance for ISD II, including e.g. decentralisation/subnational governance; fiscal decentralisation/public finance; service delivery improvement; organisational development, participation/accountability/social accountability; private sector/PPP for local services; digitalisation/e-government; capacity development and training system strengthening
Leadership/management experience:	Not applicable
International professional experience outside the country/region of assignment:	Not applicable
Professional experience in the country/ region of assignment:	All experts with 10 years of work experience in Cambodia
Experience in the field of development cooperation:	Not applicable
Other:	Not applicable

Expert 5: Junior Short -Term Expert Pool 3 (with national experience) with 10 experts

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 ISD II before the experts are assigned. The number of 10 experts foreseen for this pool is indicative and subject to potential adjustments based on the needs of the ISD II programme.

In line with the SOP for the mobilisation of STEs, experts shall be hired under this expert pool only after consultation with and approval by ISD II (cf. provisions in chapter 2.2). ISD II retains the right to suggest and/or require specific experts to be hired under this expert pool.

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, ISD II must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of Expert 5:

- Provide implementation support across all work packages (WP0 and WP1.1–WP5.2) under the guidance of Key Experts and/or senior STEs.
- Support preparation, facilitation and documentation of activities (e.g., workshops, trainings, peer-learning events), including logistics coordination and minutes/summary notes.

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- Support data collection, basic analysis and reporting, including inputs to monitoring and results documentation (templates, databases, simple dashboards where applicable).
- Contribute to drafting and adaptation of practical tools, templates and training materials (Khmer/English), including translation support where needed.
- Support documentation of good practices and lessons learned (case notes, short briefs, presentations), ensuring attention to cross-cutting requirements (gender/LNOB, climate sensitivity, do no harm/conflict sensitivity, digitalisation where relevant).

Qualifications of Expert 5:

Education/training:	All experts with a Bachelor's degree (or equivalent) in a relevant field (e.g., Public Administration, Economics/Finance, Social Sciences, Development Studies, Law, Planning, Management) or comparable qualification.
Language:	All experts with knowledge of Khmer, C2-level in the Common European Framework of Reference for Languages and knowledge of English, B2-level in the Common European Framework of Reference for Languages
General professional experience:	All experts with 3 years of professional experience in advisory work, research and/or capacity development in local governance, public sector reform and/or municipal service delivery
Specific professional experience:	Not applicable
Leadership/management experience:	Not applicable
International professional experience outside the country/region of assignment:	Not applicable
Professional experience in the country/ region of assignment:	Not applicable
Experience in the field of development cooperation:	All experts with 1 year of work experience in Cambodia
Other:	Not applicable

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.

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Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

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

Soft skills are not evaluated.

5. Costing requirements

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

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence / remote	Availability of expert in the country of assignment in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights	Number of regional flights
Expert 1: Pool Manager with national experience	0	660	660	N.A.	1 (two-way)	1 (two way)
Expert 2: Senior Technical DM Advisor with international experience	60	600	660	Yes	4 (two-way)	2 (two way)

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Expert 3: Senior Short - Term Expert Pool 1 (with international experience)	815	225	1040	No	15 (two-way)	2(two- way)
Expert 4: Senior Short - Term Expert Pool 2 (with national experience)	50	1260	1310	No	5 (two-way)	2(two- way)
Expert 5: Junior Short - Term Expert Pool 3 (with national experience)	20	580	600	No	2 (two-way)	2(two- way)
Backstopping	Not applicable	Not applicable	Not applicable		2 (two-way)	-

5.2 National administrative staff

The following national administrative staff are needed:

1 Driver for 33 months based in Siem Reap

2 Support staff for administrative and financial management including procurement, workshop management, logistics etc. for 33 months each; one person based in Siem Reap and one person based in Phnom Penh

1 Support staff for the administration of Local Contribution Contracts in the last 21 months of the contract period. The position will likely be based in one of the 4 provincial offices, the exact location will be decided based on the need.

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

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

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

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

5.3.2 Travel expense requirements

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

Travel expenses item	Quantity/budget
Total number of international flights (premium economy/two-way flight)	29 flights
Total number of regional flights (economy two-way flights)	9
CO ₂ offsets for international and regional flights	4.200 EUR An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transport costs (rail travel, car travel, public transport) in Cambodia	20,000 EUR (against evidence)
Per-diem allowances for experts with national experience	1005 days / up to 10.00 EUR per day (lump sum)
Per-diem allowances for experts with international experience	275 days / up to 42 EUR per day as lump sum
Accommodation allowances for experts with national experience	804 days / up to 51 EUR per night (against evidence)
Accommodation allowances for experts with international experience	220 days / up to 108 EUR per night (against evidence)
Other travel expenses (visa, project-related travel expenses of national consultants outside the place of business, etc.)	16.500 EUR (against evidence)
Travel expenses for national administrative staff	50.000 EUR (against evidence)

For experts with international experience: 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

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country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

For experts with national experience: Per diem allowances are reimbursed as a lump sum up to the maximum amount of 10 EUR/day.

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

- Flight costs
- Accommodation costs
- Transport costs
- Other travel expenses

Accommodation allowances for experts with international experience:

For Cambodia, tenderers may offer accommodation allowances up to EUR 108. This is the maximum amount permissible under tax law as per the German Ministry of Finance (BMF) circular on travel expense reimbursement (as valid per January 2026).

- If the contractor offers accommodation allowances at up to 75% (EUR 81.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 81.01 – EUR 108.00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

Accommodation allowances for experts with national experience:

The tenderers can offer accommodation allowances up to EUR 51.00 (against evidence).

- If the contractor offers accommodation allowances at up to EUR 25.00, the expenses will be reimbursed on a lump-sum basis in the contractually agreed amount.
- If the contractor offers accommodation allowances at between EUR 25.01 and EUR 51.00, the corresponding evidenced expenses will be reimbursed up to the contractually agreed amount.

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

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

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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) for key expert 2: Senior Technical DM Advisor with international Experience. 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 15.000

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

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

5.5 Operating costs in the country of assignment

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

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

	Months	Lump sum per month up to
Office operating costs (rental of office space in Phnom Penh, stationary, internet etc.: office operating infrastructure is provided by GIZ and partners): Office will not be provided by GIZ in Phnom Penh	33	550
Vehicle operating costs (car maintenance costs; fuel is considered under transportation costs). Vehicle is provided by GIZ.	33	150

5.6 Workshops, education and training

Workshop budget: EUR 500.000

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

- Room hire
- Technical systems
- Translation/interpreting services
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The two support staff for administrative and financial management, based in Siem Reap and Phnom Penh (s. 5.2), will manage the logistical, administrative and financial aspects of workshop preparations and implementation. The technical aspects (e.g. workshop content, training materials, methodology, etc.) will be developed by Key Experts 1 and 5 in close coordination with the GIZ programme team.

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

Budget for local contributions: EUR 150.000

Local contributions are awarded on the basis of the attached annex 'Mustervertrag Örtliche Zuschüsse' (Contract template for local contributions) and in accordance with the provisions of the General Terms and Conditions and the annex 'Handreichung Örtliche Zuschüsse' (Guideline for local contributions) to the General Terms and Conditions.

One support staff is foreseen to handle the local contributions (s. 5.2).

5.8 Other costs

Budget for subcontracts: EUR 100.000

The contractor may subcontract organisations and companies as part of the services requested under 2.2 of this document, which are subject to approval by the GIZ Programme Manager. Subcontracting is particularly envisaged where the nature of a work package

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makes engagement of a company, research institute, think tank, or multi-disciplinary team more appropriate than a single consultant, or where the required expertise spans multiple specialised fields. The specific subcontracting arrangements will be determined during implementation in line with the work packages agreed at that stage. Indicative work packages are outlined under 2.2 for reference. For the purpose of illustration, examples of assignments where subcontracting may be the preferred option may include:

- **Service delivery mapping and citizen perception surveys:** a local firm or university department with survey infrastructure, enumerators, and language capacity may be needed
- **Digital Service Delivery Development:** A combination of public administration, sector experts and IT specialists are needed to advance the digital transformation of service delivery
- **Cross-sectoral planning and implementation:** a combination of different technical sector expertise (e.g. water, waste, education) is required to develop innovative service delivery approaches with cross-sectoral alignment and benefits for citizens
- **LDC graduation and transition strategy development:** a combination of economists, public finance specialists, and sector experts are required to work jointly with national counterparts and line ministries, alongside a local partner institution with government access and convening capacity

Budget for Study Trips: EUR 10.000

National and international experts from the expert pool may be tasked with organizing and accompanying delegations on study trips outside Cambodia. A budget of EUR 10,000 is allocated to cover accommodation costs and per diem allowances in accordance with the applicable regulations for the respective destination country. Per diem allowances will be reimbursed as lump sums up to the maximum amounts permissible under tax law for each country, as specified in the country table of the German Federal Ministry of Finance circular on travel expense remuneration (available at <https://www.bundesfinanzministerium.de>). Flights and other travel-related costs are already planned and provided for under budget item 5.3.2.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 400.000

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 20 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 only.

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)

To facilitate the evaluation process, the bidder is requested to number all references sequentially and to include only those references directly relevant to the subject matter of this tender.

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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 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)

Nature and scope:

GIZ may increase the total budget of the contract for the procurement of materials and equipment. After the exact needs and technical specifications for the equipment have been defined with GIZ, it is possible to add an additional budget for the procurement of the following goods: IT and office equipment as well as additional furniture. The materials and equipment are needed in order to ensure operational preparedness of the contractor as the office space is not known at the time of the tender yet.

Maximum budget for the procurement of these materials and equipment: EUR 25.000.

Preconditions:

Precondition is a justification from the contractor based on a market survey and quotations. Approval must be given by the commission manager and the Procurement and Contracting Division.

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.

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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. Annex

- Short Version of the Module proposal