

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

CONFIDENTIAL

Capacity Building of Kids Products Manufacturers Association	Project number/ cost centre: G-012388-001
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1. Context

QUIS - Better Goods and Services on Enhancing Company's Competitiveness through Quality Infrastructure' in Georgia (hereafter - QUIS) is a multi-donor project jointly co-financed by the European Union, the Federal Ministry Economic Development BMZ and Czech Development Cooperation (CDC) and implemented by GIZ and Czech Development Agency (CzDA). The project timeline is scheduled till January 31, 2027.

The overall objective of QUIS is to ensure safety and promote inclusive and sustainable economic growth in Georgia through improved competitiveness of the private sector and implementation of the DCFTA and its EU-related commitments, with a particular focus on business, trade, environment, and better skills matching.

Notably, QUIS targets the following outputs:

- **Optimised regulatory and policy framework for quality infrastructure in line with EU and international requirements that promotes competitiveness of the locally produced goods and services / Aspects that promote innovation and competition are incorporated into the regulatory and political framework of the quality infrastructure.**
- **Improved compliance with European and international standards and regulations of local firms / Georgian companies have the technical capacity to implement new quality requirements.**
- **Private companies' awareness on potential of private EU standards or state regulation raised / Georgian companies have become more aware of the potential that higher product quality offers**
- **Intensified cooperation between quality infrastructure institutions and private sector actors / Quality infrastructure institutions have intensified cooperation with relevant actors in the selected sectors**

QUIS project is actively supporting the capacity development of business associations, operating in the industrial sectors, as a resource to advocating business interests, providing services, promoting industry standards and helping improve the business environment. Toy sector is one of the key directions of the project with the focus on kids' products.

The project aims to enhance the toy sector in Georgia through capacity building of the Kids Products Manufacturers Association (KPMA), a newly established trade association uniting toy and kids' furniture producers across Georgia, striving to create a unified voice for the industry and play a vital role in positioning the sector for long-term growth and competitiveness. As a young organization, KPMA faces several challenges across key areas. On the organizational side, this means establishing governance structures, operational processes, and a sustainable institutional identity that attracts and retains members and on the other development and promotion of industry-wide quality standards and unique designs that comply with EU requirements. These challenges will be addressed by a set of capacity building measures, including:

- **Organizational strengthening of the KPMA to support the association to develop comprehensive governance frameworks, membership structures, and industry**

standardization protocols. The creation of regulatory documents and service packages will provide KPMA with the institutional foundation necessary to effectively represent sector interests, facilitate industry self-regulation, ensure compliance with quality and safety standards, and deliver tangible value to members and create sustainable mechanisms for knowledge sharing and technical support within the sector.

- **Creation of innovative product designs** for major toy manufacturers in Georgia to help the sector align with global quality benchmarks and safety regulations. This task will enable local manufacturers to access new market opportunities in future, enhance product appeal to quality-conscious consumers, reduce dependency on imported designs, and demonstrate the sector's capacity for innovation and compliance. The establishment of distinctive company identities through professional design will position Georgian toy producers as credible competitors in both domestic and international markets, thereby increasing export potential and contributing to the sector's economic growth and sustainability.
- **Networking and learning exchange** will strengthen horizontal linkages among sector actors, foster collective action on quality and safety standards, and build a community of practice around continuous improvement. Facilitating structured communication between sector experts, association members and industry stakeholders will create valuable opportunities for peer learning, adoption of international best practices, and collaborative problem-solving. The trainings will equip the association member manufacturers with practical skills and technical knowledge essential for compliance and competitiveness, while the expo and sale event (e.g. Christmas fair), will provide a conducive market-testing environment to demonstrate product quality improvements, raise public awareness of safety standards, and generate commercial opportunities.

0. Tasks to be performed by the contractor

The main goal of the service is to strengthen institutional capacity building, design innovation, and strategic stakeholder engagement of KPMA and member companies, that will collectively enhance quality standards, market competitiveness, and sustainable sector development.

Within this scope, the contractor is responsible for providing the following services:

- 1. Strengthening of the organizational capacity of KPMA**
- 2. Development of a new brand identity and innovative product designs for local toy companies**
- 3. Organization of networking and learning events for toy and Kids' furniture sector representatives**

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

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance
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<p>1. Organizational capacity of KPMA strengthened</p> <p>1.1. Strengthened Organizational Development framework designed:</p> <ul style="list-style-type: none"> - Formulate/revise organizational documents: vision, mission, objectives, statutes, election models, code of ethics - Define roles: job descriptions for board, committees, and staff - Membership procedures: registration templates, communication strategy, service packages - Develop fundraising and donation models, partnerships, and resource mapping - Design membership recruitment, visibility, and promotion strategies <p>1.2 Capacity building methodology designed:</p> <ul style="list-style-type: none"> - Develop customized training modules (minimum 6 thematic trainings): toy and furniture safety; compliance and certification documentation; export procedures and market entry requirements; Montessori methods and their application to product design; participation in fairs; other sector-relevant topics 	<p>July - September 2026</p>	<p>KPMA's vision, mission, and objectives</p> <p>Internal policies and procedures: statute, election model, etc.; job description for the board and staff; List and description of membership; Membership procedures and registration templates per membership category; Fees and paid services; Code of Ethics; Communication strategy; Donation models (funding, technical, pro-bono volunteering, etc.); Fundraising and Partnership building strategy</p> <p>Resource mapping: member resources, skills and competencies and outsourcing needs, geographic coverage, typology of producers</p> <p>Training modules</p>
<p>2. New brand identities and innovative product designs developed for selected local toy companies</p> <p>2.1 Call for new designs launched and disseminated</p>	<p>July - November 2026</p>	<p>Announcement of Call</p>

2.2. Companies selected based on defined criteria 2.3. Design development support delivered 2.4 New product designs created and validated		List of Selected Companies (15) 5 product design prototypes developed per selected company (15 companies in total)
3. Sector networking, learning, and market engagement enhanced 3.1 Sector coordination and communication facilitated between GIZ, international experts, and local SMEs 3.2 Networking events facilitated through the involvement of relevant technical expertise (international or national). 3.3. Promote experience sharing and quality standards compliance	November - March 2027	Attendance list and pictures of 6 trainings delivered Meeting attendance list and pictures 4 Networking Sessions organized Sector coordination report

In addition to the above specified tasks, the contract is responsible for:

- Selecting, preparing, training and steering the national experts assigned to perform the advisory tasks.
- Provision of equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- Management of respective costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- Reporting to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Period of assignment: from **July 2026 until March 2027**.

2. Concept

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

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

Technical-methodological concept

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

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them (1.2.1); and explain its approach to **steering** the measures with the project partners (1.3.1). The tenderer is required to describe the key **processes** (1.4) for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach (1.6.1) for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

3. Personnel concept

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

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

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- **Education/training** (2.1.1): university master's degree in Business or Public Administration, Organizational Development, Design, Arts, Crafts or related fields.
- **Language** (2.1.2): C1-level language proficiency in English; Georgian – Native
- **General professional experience** (2.1.3): 5 years of professional experience in the Project Management; working with business associations, NGOs, international organizations, or private-sector clients;
- **Specific professional experience** (2.1.4): 5 years of professional experience in supporting or managing business associations; experience in toy, furniture, crafts or creative industries; organizational development and strategy development (membership, fundraising, partnerships); market development, product innovation, or branding initiatives
- **Leadership/management experience** (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company; ability to lead a multidisciplinary team of designers, developers, and content creators.
- **Development cooperation (DC) experience** (2.1.7): 3 years of experience in DC projects

- **Other (2.1.8):**
 - **Sector knowledge:** Demonstrated understanding of small and micro enterprises in the toys, children's products, authentic crafts, and creative industries sector, including market trends, product development processes, quality standards, and export potential.

Key expert 1

Tasks of key expert 1

- Assess the association's organizational capacity and develop and implement a tailored organizational development plan.
- Strengthen governance, internal systems, and membership services while providing capacity building and strategic guidance to ensure long-term sustainability.

Qualifications of key expert 1

- **Education/training (2.2.1):** Master's degree in Business Administration, Organizational Development, Management, Public Administration, Design, Arts, Crafts or related fields
- **Language (2.2.2):** C1 -level language proficiency in English, Georgian – Native
- **General professional experience (2.2.3):** 5 years of professional experience in organizational development, institutional strengthening, or capacity building, preferably with business associations, NGOs, or private-sector entities.
- **Specific professional experience (2.2.4):** 5 years of experience in supporting or managing membership-based organizations, including: development of governance structures, strategic and operational planning, membership services and engagement, financial and administrative systems.
- **Leadership/management experience (2.2.5):** 3 years of experience in advisory or leadership roles related to organizational development, including coordination with senior management and key stakeholders.
- **Development Cooperation (DC) experience (2.2.7):** 3 years of experience in development cooperation projects, particularly in institutional development or private sector support.
- **Other (2.2.8):** Strong ability to communicate clearly with stakeholders and association members; proven ability to address and resolve design and development challenges effectively

Soft skills of team members

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

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

Short-term expert pool with minimum 3, maximum 5 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 7 Requirements on the format of the bid) for the assessment.

Tasks of the short-term design expert pool

- Development of product design

Qualifications of the short-term expert pool

- Education/training (2.6.1): 3 experts with university qualifications (Bachelor) in Graphic Design, Visual Communication, Multimedia Design, or Fine Art
- Language (2.6.2): 3 experts Georgian - Native
- General professional experience (2.6.3): All experts should have 2 years of experience working in Product design in Furniture, Toys, Arts Crafts sector
- Specific professional experience (2.6.4): **3 experts** with 3 years of professional experience in graphic design software including Adobe Photoshop, Adobe Illustrator, and other visual design tools.
- Development cooperation (DC) experience (2.6.6): all experts with 2 years of experience in DC
- Other (2.6.7): In addition to their specialist qualifications, the following qualifications are required of team members:
 - Experience in developing new innovative product designs for Georgian companies

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

Company Experience (3.1): The contractor must demonstrate proven organizational experience and capacities experience in delivering the above-described services. Specifically,

- 5 years of experience in delivering consultancy services in arts and crafts design, product development and organizational development.
- Proven track record of implementing similar projects, including product design and experience in capacity building of membership-based associations.
- Demonstrated experience working with SMEs, business associations, NGOs, international organizations, or private-sector clients.

The contractor shall demonstrate **strong project management and quality assurance capacity**, including the ability to deliver complex assignments and coordinate with multiple stakeholders; and **availability and capacity to coordinate** of a qualified, multidisciplinary team with expertise in both creative (design/branding) and institutional (organizational development) components **(3.2)**.

4. Costing requirements

Assignment of personnel

Specification of inputs

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a service contract, we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rate. Please also provide the underlying daily rate. A breakdown of days is not required.

Milestones/partial works	Estimated expert days for orientation	Deadline/place/person responsible
1. Strengthening of the organizational capacity of KPMA	54	July – September 2026
2. Development of a new innovative product designs for local toy and Kids furniture companies	75	July – November 2026
3. Organization of networking and learning events for sector representatives	45	November – March 2027

The contractor implements the following workshops/study trips/training courses:

- 6 trainings to sector representatives
- 4 networking sessions

5. Requirements on the format of the tender

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

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

In addition to the technical concept, the contractor should provide:

- Portfolio describing previous works that demonstrate the experience and capability of tackling this assignment and submission of high-quality deliverables.
- Work plan for the assignment.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed

person held in the reference project and for how long. The CVs can also be submitted in English.

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

6. Outsourced processing of personal data

No personal data will be processed by contractor