

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

Mini-feasibility studies concerning the production of biochar and biochar-based fertilizer from agricultural residues in Oromia, Ethiopia		Project number/ cost centre: 1972.3026.1
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
BBF	Biochar-based fertilizer
BMCs	Business Model Canvasses
BMZ	German Federal Ministry for Economic Cooperation and Development
AVB	General Terms and Conditions of Contract for supplying services and work
DBFZ	German Biomass Research Centre
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

The ETH-Soil project (2021-2026) is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the German Biomass Research Centre (DBFZ) in close cooperation with GIZ InS as well as in partnership with the MoA, BoA Oromia, BoA Sidama, Jimma University, IQQO, and other organisations.

ETH-Soil Project Objective: The target group (i.e., smallholder farmers) improves degraded soils through the application of organic fertilizers composed of biochar and digestates/compost. Thus, farmers in rural areas with low-income levels and vulnerable to food insecurity can increase yields and farm income through their agricultural activities.

Agricultural Transformation Strategy: Biochar is produced in pyrolysis processes - preferably with agricultural residues with low nutritional value as feedstocks. It increases the water retention capacity and promotes humus build-up. Quality assurance mechanisms during production are used to prevent cancer-causing polyaromatic hydrocarbons to accumulate inside the biochar.

As biochar absorbs and holds nutrients, it constitutes a component of integral importance in **biochar-based fertilizer (BBF)**. The latter has proven to significantly improve agricultural yield and enhance soil health while functioning as a carbon-sink. Biochar-based fertilizer is produced by co-composting biochar along with nutrient-rich fermentation products such as digestate from biogas plants, or compost. Applying BBF to degraded plots of land is an organic soil fertility management strategy. It also represents a long-term investment in the farmland's quality: the soil amelioration effects of biochar are effective for decades. The availability of locally produced organic fertilizers in general and high-quality BBF in particular is currently still very limited in Ethiopia. It shall be expanded in Oromia (Jimma Zone, especially in Dedo, in West Arsi, especially in Kofele and in East Shewa, ATJ Kombolcha) as well as in Sidama (especially Dale and Dara). The ETH-Soil project is focussed on capacity-building towards that end. In the future, pyrolysis devices shall be operated sustainably and profitably for commercial biochar/BBF production.

The availability of residual biomass in the pilot Zones and Woredas has been verified. A **prior study** allowed to identify private companies that meet some preconditions and may have the potential of producing biochar and compost sustainably (i.e., socially sound, environmentally friendly, economically viable). The potential is always dependent on specific context conditions, feedstock and company types, and the entrepreneurial vision of business owners.

2. Tasks to be performed by the contractor

Against this background, the **objective** of this assignment is to assess the **technical and economic feasibility** of biochar or BBF production in specific, well-defined cases. Thus, in a step-wise process up to **10 different feedstock and company types** shall be identified and used for the development of generic business models. The assignment involves analysis on the basis of primary data collection – mainly through interviews and site-visits. The assignment includes a generalisation of insight from specific cases: Checklists shall enable potential investors elsewhere to conduct a rough evaluation of the expected profitability of similar operations at their place.

More specifically, the data collection shall cover:

- Detailed information on a specific company's operations in a year-round perspective, staff number and qualification, input procurement processes, supplier and customer network,

its premises (shop floor, workshop, storage facilities) and endowment with technical equipment / tools for biomass pre-processing;

- Verification or assessment of the owner/management motivation in extending business operations to biochar or bone char or BBF production;
- Characterisation of relevant prior knowledge of the owner/manager and his/her family members in agribusiness;
- Characterisation of the types, shapes, weights, volumes and humidity content of available biologic residues in a seasonal perspective;
- Cost estimates for a) necessary investments and b) running costs for inputs, the biochar, bone char or BBF production process, storage and sales as well as an assessment of the expected output (type, volume and weight) at a specific place/company;
- An assessment of the sufficiency of own investment capital or the owner/managers' access to credit for investing into a suitable pyrolysis device;
- The main types of agricultural activities in a 5km radius;
- The number of farming households in a 5 km radius;
- An estimation of farmers' potential demand (no. of customers * average quantity per product) for biochar or bone char or BBF in a 5km radius;
- The number and types of businesses and public entities (i.e. canteens in clinics, schools, etc.) in a 5 km radius which regularly use heat energy (i.e. for cooking, drying, washing).
- The number and types of commercial undertakings in agricultural or forestry with an annual sales volume above 250,000 ETB in a 30km radius;
- An estimation of these business entities' potential demand (no. of customers * average quantity per product) for biochar or bone char or BBF;
- The total quantity of government-supplied synthetic fertiliser (and price/quintal) that was available to farmers in a 5 km radius in 2022, 2023 and 2024;
- The main distribution points for agricultural inputs in the area (name of town/village and GPS coordinates per type of input);
- The (physical) accessibility of the company location from the nearest market place.

Data analysis shall lead to:

- An estimation of the commercial profitability that would be associated with biochar or bone char or BBF production by the focal company/farmer in 2024/2025;
- An estimation of the resulting sales volume and annual net profit with a specification of the five most important sensibility parameters (leading to higher costs or lower revenues) and specification of the critical threshold values for break-even and net profit;
- An evaluation of competitive advantage and existing risks (external/internal) of a new focal company line of production;
- An assessment of the likelihood that the business owner/manager would succeed in mobilising the estimated number of customers and manage the production process;
- An assessment of the ecological costs and benefits.
- An assessment of the social effects (e.g. employment, assessment of effects of using residues for biofertilizer production in case use conflicts are present, effects on the social fabric)
- An evaluation of effective demand for process heat in a radius of 5 km from or at the focal company/farmer's place.
- Biomass / company or farmer type specific checklists that shall later allow for a rough evaluation of the socio-ecological impact and profitability of biochar/ bone char / BBF production by similar types of companies/farmers in other locations.

Note: The contractor is NOT expected to evaluate the technical feasibility of the use of a specific feedstock (biomass) in thermo-chemical conversion via pyrolysis.

Regular exchange with DBFZ experts during case selection and the elaboration of business models and business plans is expected.

Approach:

After supplier selection and contract conclusion with GIZ InS, DBFZ experts will provide the contractor with necessary data. This information package includes:

- Information concerning suitable technical methods of producing high-quality biochar through pyrolysis;
- The video documentation of an operator's training for pyrolysis units;
- A list of pre-surveyed firms with contact information and locations, their characteristics, as well as the amounts and kinds of residual biomass available with them;
- A list of potential khat farmers to be contacted for farm identification (see below).

The assignment comprises the following tasks/milestones:

No.	Description of task/milestone
T1	<p>Preparation of Kick-Off Workshop</p> <ul style="list-style-type: none"> • Saw mill mini-survey: The contractor successfully contacts 10 wood processing companies (out of a group 27 firms identified earlier by DBFZ) by phone and conducts a survey on available pelleting machinery/equipment (i.e. name and contact info of pelleting machine operators, locations of pelleting machines, types of pellets produced). Assumption: For the verification of the economic and ecologic benefits of producing biochar from coffee husk and saw dust, the following conditions must be met: availability of saw dust which is currently not sold as fuel (avoid competition with fuel production) in sufficient amounts; availability of (washed) coffee husk in proximity to the owner of saw dust; availability of pelleting equipment/ machinery in the vicinity. • Khat farm identification: The contractor identifies one or two khat producing farmers in Jimma zone (preferably in or in the vicinity of Dedo Woreda) with large amounts of khat residues which are currently not used/sold as animal feed/ fuel. The contractor shall find one or two farmers interested in participating in a khat-based feasibility study. The DBFZ provides a list of farmers and their locations in Jimma zone. However, only location (GPS) data are available and the identification of khat farmers must be conducted via farm visits. Data to be collected at this step include: contact information of farmers, amount of khat residues available (tFM/year¹), consent to being contacted/included in the mini-feasibility study on biochar production from khat residues. • Flower farm identification: if no additional information is provided by DBFZ, the contractor identifies one or two flower farms in East Shewa or West Arsi zone, which dispose of significant amounts (≥10 tFM/year) of flower residues which are not currently used as animal feed or fuel. • Conceptual refinement: The contractor shall <ul style="list-style-type: none"> ○ propose an adapted concept for data collection and analysis; ○ a time plan for the assignment according to the terms of reference; ○ all questionnaires/ formats/ templates to be used during data collection; ○ a list of open questions for DBFZ to answer prior or during the Kick-Off Workshop.

¹ tFM/year = tonnes of fresh matter per year

M1	Kick-Off Workshop (online, max. 4 hours)
	<ul style="list-style-type: none"> The contractor will actively participate in an online Kick-Off Workshop with DBFZ. DBFZ sets the agenda, provides a platform (link) and moderates the workshop. DBFZ will provide a suitable online meeting platform for <u>all</u> online meetings. The contractor presents the results from the sawmill mini-survey and Khat/ flower firm identification effort. The contractor presents the data collection concept, as well as the overall implementation (activity & time) schedule. The contractor presents all relevant interview questionnaires and data collection templates. DBFZ experts and contractor shall discuss open questions, discuss and finalize decision-making (especially the number and types of companies to be contacted) for the mini-feasibility studies. DBFZ prepares a Meeting Protocol. The contractor confirms the correctness and receipt of the Kick-off Meeting Protocol.
T2	Finalization of the data collection concept (including questionnaires)
	According to the feedback provided, the contractor finalizes the data collection plan, questionnaires, quantitative data collection formats and templates for check-lists and site-visit documentation (i.e., deliverable 1).
M2	Submission of final data collection concept (D1)
	The contractor submits final versions of the above-mentioned documents to DBFZ.
T3	Data collection and first 3 Business Model Canvasses
	<ul style="list-style-type: none"> Primary data collection will be conducted using interviews/observations and other suitable methods for qualitative and quantitative data collection which are to be outlined in the technical proposal/ data collection concept. Interviews and on-site visits are to be conducted with all identified firms (up to 15, see annex I). The contractor schedules interviews with up to 15 business owners/farmers. The interviews shall be conducted on-site. Complementary information shall be collected as deemed necessary for goal achievement. All focal company/ farm interviews shall be conducted by a team of two persons (1 person conducts the interview; 1 person documents the interview) using a questionnaire or topic list (in case of focal group interviews). The interviews shall be audio-recorded upon consent of the interviewee(s). The contractor shall transcribe all interviews with focal company owners/managers in English language. All interview transcripts are to be submitted to DBFZ. The contractor stores the audio recordings until the assignment is completed. Furthermore, the contractors prepare a visit protocol using a visit protocol template, filled in English language. The visit protocol template serves to synthesize the observations made by the team of interviewers including the interviewers' interpretation of observations. It may contain photographs. All visit protocols are to be submitted to the DBFZ (see M3). After the data collection for and elaboration of the first 3 BMCs, the contractor submits these drafts to DBFZ for a review. The contractor will then be available for a phone call with DBFZ to discuss feedback. S/he will adapt the data collection/ data analysis approach as required by DBFZ for the remaining 12 BMCs.
T4	Finalisation of the first three and elaboration of up to 12 additional Business Model Canvasses (BMCs)
	<ul style="list-style-type: none"> The contractor prepares one Business Model Canvas per interviewed company.

	<ul style="list-style-type: none"> The contractor summarizes relevant information and his/her assessment of the ecological costs and benefits, the social effects, the technical feasibility and expected economic profitability for each of the 15 cases.
M3	Draft submission of up to 15 BMCs The contractor submits all draft Business Model Canvas (MS Power Point format) as well as all interview transcripts (MS Word format) and all visit protocols (PDF format) 10 working days prior to the Interims Online Workshop.
T5	Draft review by DBFZ <i>The DBFZ reviews the documents.</i>
M4	Interims Online Workshop (max. 2 x 4 hours) <ul style="list-style-type: none"> During the Interims Online Workshop, the contractor presents (max. 0,5 hours per case) the draft BMC for each of the identifies business cases. DBFZ will share feedback and highlight aspects which still need revision or additions. The contractor shares his/her learnings and conclusion concerning the data collection (tools, methods, etc.). The contractor and the DBFZ select up to 10 business cases, for which detailed business plans will be prepared in the next step. A final business plan format and structure shall be agreed upon. The DBFZ Meeting protocol shall contain decisions made. The contractor acknowledges receipt and adherence to agreements.
T6	Business plan and Check-List elaboration (D2) The contractor implements outstanding steps of the analysis and compiles business plans (including SWOT and sensitivity analysis) per case. S/he prepares 1 check-list for the assessment of the economic viability of business model replication per case.
M5	Draft submission of up to 10 draft business plans and check-lists to DBFZ The contractor submits documents 10 working days prior to the Final Review Workshop.
T7	Draft review by DBFZ <i>DBFZ reviews draft versions of deliverable D2.</i>
M6	Review Online Workshop (max. 4 hours) <ul style="list-style-type: none"> DBFZ shares observations and feedback from the document review with the contractor. The contractor suggests a workshop agenda, a workshop date and location as well as a list of stakeholders as invitees to the Final Workshop in Adama (M8).
T8	Finalization of all business plans The contractor implements all feedback and finalizes the documents (D2).
M7	Submission of all final business plans The contractor submits D2 10 working days after the Review Online Workshop (MS Word format – financial calculations shall be provided in MS Word and Excel). The Business Model Canvas (PPP or adequate software) and check-list (MS Word format) per business case are to be attached as annex to the business plans. When all changes have been implemented as agreed upon, DBFZ approves D2.

T9	Preparation of the Final Workshop with interested stakeholders
	The contractor prepares the workshop presentation/ moderation.
M8	Final Workshop (max. 1 working day) in Adama
	<ul style="list-style-type: none"> The Final Workshop takes place 4 weeks after the approval of deliverable D2. Each company receives a soft copy (via email or by CD) and a hard copy (print-out) of their case study with the invitation. The contractor facilitates the Final Workshop and presents the results of the study to the invitees. During the workshop, the contractor presents the results of the assignment to the audience. Each case study shall be presented and discussed along with the relevant checklist (max. 15 minutes for presentation and 15 minutes for discussion per case).

Duration of the assignment (tasks, milestones and deliverables)

No.	Task (Tx)/ Milestone (Mx)	Deliverables (Dx)	Duration (in working days)	Day of the assignment (in working days)
T1	Preparation of Kick-Off Workshop	-	10 days	Day 1-10
M1	Kick-Off Workshop	-	1 day	Day 11
T2	Finalization of data collection concept	-	2 days	Day 12-13
M2	Submission of final data collection concept	D1	-	Day 13 EOB**
T3	Data collection for business model development	-	25 days	Day 14-38
T4	Elaboration of Business Model Canvas	-	10 days	Day 39-48
M3	Draft submission of BMCs	-	-	Day 48 EOB
T5	Draft review by DBFZ	-	5 days	Day 49-53
M4	Interims Online Workshop	-	1 day	Day 54
T6	Preparation of up to 10 business plans	-	15 days	Day 55-69
M5	Draft submission of up to 10 business plans to DBFZ	-	-	Day 69 EOB
T7	Review by DBFZ	-	10 days	Day 70-79
M6	Review Online Workshop	-	1 day	Day 80
T8	Finalization of deliverables	-	10 days	Day 81-89
M7	Submission of up to 10 final business plans to DBFZ	D2	-	Day 89 EOB

T9	Preparation of the Final Workshop in Adama	-	20 days	Day 90-109
M8	Final Workshop in Adama	D3	1 day	Day 110
TOTAL				110 working days

*BOB: Beginning of Business (9am CET)

*EOB: End of Business (5pm EAT)

Deliverables

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following deliverables, corresponding to the following milestones:

No.	Deliverable	Submission Deadlines
D1	Data collection concept including the description of the data collection approach; all templates, formats and questionnaires	Submission (2 working days after the Kick-Off Workshop)
D2	Submission of up to 10 business plans <u>each</u> including: 3.1. A detailed analysis of the market, potential revenue streams and associated investment and variable costs; 3.2. SWOT analysis and sensibility analysis; 3.2 Annexed Business Model Canvas 3.3. Annexed Check-list allowing rough profitability / feasibility assessments of similar companies.	Submission (10 working days after the Review Online Workshop)
D3	Final Workshop in Adama	Workshop moderation (4 working weeks after the submission of D2).

Milestones, deadlines and criteria for acceptance

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance
Kick-Off Workshop (online, max. 4 hours)	Day 11 of the contract /online/contractor	Took place, agreement on next steps
Submission of final data collection concept (incl. questionnaires)	Day 13 EOB/online/contractor	Final data collection concept is submitted and accepted by DBFZ
Draft submission of up to 15 Business Model Canvasses (BMCs)	Day 48 EOB /online/contractor	15 BMCs are submitted and accepted by DBFZ

Interim Online Workshop (max. 2x 4 hours)	Day 54/online/contractor	Took place, agreement on next steps
Draft submission of up to 10 draft business plans and check-lists	Day 69 EOB/online/contractor	10 draft business plans and check-lists are submitted and accepted by DBFZ
Review Online Workshop	Day 80 /online/DBFZ	Took place, agreement on next steps
Submission of all final business plans	Day 89 /online/contractor	Final business plans and are submitted and accepted by DBFZ
Final Workshop (max. 1 working day) in Adama	Day 110 /Adama/contractor	Took place, results are accepted by DBFZ and the project is finalized with no further steps.

The contractor shall perform all tasks within a time frame of approx. 22 working weeks (= 110 working days).

3. Concept

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

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

Technical-methodological concept

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

Apart from the general interpretation of the Terms of Reference, the technical proposal shall specify the following in detail:

Data collection concept
<ul style="list-style-type: none"> Detailed description of the suggested primary data collection approach as per the assignment's objectives BCM and business plan elaboration questionnaire(s) including suitable questions under consideration of the different company types and feedstocks Visit protocol template Concept or format for the check-lists and specification of required data and planned data collection method
Business Plans and check-list
<ul style="list-style-type: none"> The contractor outlines an example for the table of contents of deliverable 2 (i.e. the business plan and the check-list) in the technical proposal.

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

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

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

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

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

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

The contractor should be willing and able to travel to rural areas – being fully aware of the volatile security situation.

The contractor shall under no circumstances share DBFZ information or own data collected under this assignment with third-parties or upload it into KI-empowered software without the DBFZ's approval.

4. Personnel concept

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

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

Team leader

Tasks of the team leader

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

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

Qualifications of the team leader

- Education/training (2.1.1): university degree (German ‘Diplom’/Master) in Economics, Business Management, Agronomics, Agroecology, Forestry or related fields of study
- Language (2.1.2): C2-level language proficiency in Oromiffa and English are absolutely essential
- General professional experience (2.1.3): 7 years of professional experience qualitative and quantitative data collection and analysis, preferably in the agriculture sector
- Specific professional experience (2.1.4): 5 years in (agri-) business development, entrepreneurship, business planning and market analysis
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of experience in projects in Oromia (region)
- Other (2.1.8): knowledge of relevant Ethiopian laws and regulations for business development registration and taxation as well as environmental protection and waste disposal; experience in developing business models with the Business Model Canvas; software skills: Microsoft Office (Word, Power Point, Excel).

Key expert 1

Tasks of key expert 1

- Key expert 1 works in close cooperation with the team leader on this assignment.
- Creation of data collection concept (incl. questionnaires)
- Data collection and creation of Business Model Canvasses

Qualifications of key expert 1

- Education/training (2.2.1): university degree (German Bachelor) in Economics, Business Management, Agronomics, Agroecology, Forestry or related fields of study
- Language (2.2.2): C2 -level language proficiency in Oromiffa and English are absolutely essential
- General professional experience (2.2.3): 5 years of professional experience qualitative and quantitative data collection and analysis, preferably in the agriculture sector
- Specific professional experience (2.2.4): 5 years in (agri-) business development, entrepreneurship, business planning and market analysis
- Leadership/management experience (2.2.5): n.a.
- Regional experience (2.2.6): 3 years of experience in projects in Oromia (region)
- Other (2.2.8): knowledge of relevant Ethiopian laws and regulations for business development registration and taxation as well as environmental protection and waste disposal; experience in developing business models with the Business Model Canvas; software skills: Microsoft Office (Word, Power Point, Excel).

Soft skills of team members

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

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

5. Costing requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed against evidence.

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

Sustainability aspects for travel

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

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

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

Duration of the assignment (tasks, milestones and deliverables)

No.	Task (Tx)/ Milestone (Mx)	Deliverables (Dx)	Duration (in working days)	Day of the assignment (in working days)
T1	Preparation of Kick-Off Workshop	-	10 days	Day 1-10
M1	Kick-Off Workshop	-	1 day	Day 11
T2	Finalization of data collection concept	-	2 days	Day 12-13
M2	Submission of final data collection concept	D1	-	Day 13 EOB**

T3	Data collection for business model development	-	25 days	Day 14-38
T4	Elaboration of Business Model Canvas	-	10 days	Day 39-48
M3	Draft submission of BMCs	-	-	Day 48 EOB
T5	Draft review by DBFZ	-	5 days	Day 49-53
M4	Interims Online Workshop	-	1 day	Day 54
T6	Preparation of up to 10 business plans	-	15 days	Day 55-69
M5	Draft submission of up to 10 business plans to DBFZ	-	-	Day 69 EOB
T7	Review by DBFZ	-	10 days	Day 70-79
M6	Review Online Workshop	-	1 day	Day 80
T8	Finalization of deliverables	-	10 days	Day 81-89
M7	Submission of up to 10 final business plans to DBFZ	D2	-	Day 89 EOB
T9	Preparation of the Final Workshop in Adama	-	20 days	Day 90-109
M8	Final Workshop in Adama	D3	1 day	Day 110
TOTAL				110 working days

Costing requirements for contracts for works (Cost Estimate):

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).

No.	Task	Estimated working days per person	Estimated persons per task	Total working days	Other costs (transport, material, per diems, other)
T1	Preparation of Kick-Off Workshop	5	2	10	Transport, accommodation, per diems for 2 persons
M1	Kick-Off Workshop	1	2	2	n/a
T2	Finalization of questionnaires, formats, topic lists, etc.	2	1	2	n/a

M2	Submission of final data collection concept	-	-	-	n/a
T3a	Data collection: on-site visits, interviews.	12	2	24	Transport, accommodation, per diems for 2 persons
T3b	Transcription of company owner/manager interviews, data processing and digitalisation	10	2	20	n/a
T4	Elaboration of up to 15 Business Model Canvas	10	2	20	n/a
M3	Draft submission of up to 15 BMCs to DBFZ	-	-	-	n/a
T5	Draft review by DBFZ	-			
M4	Interims Online Workshop	1	2	2	n/a
T6	Preparation of up to 10 business plans and check-lists	15	2	30	n/a
M5	Submission of final draft documents	-	-	-	n/a
T7	Review by DBFZ	-			
M6	Final Review Workshop	1	2	2	n/a
T8	Finalization of up to 10 business plans and check lists	5	2	10	n/a
M7	Submission of final documents	-	-	-	n/a
T9	Preparation of Final Workshop in Adama	2	2	4	n/a
M8	Final Workshop in Adama	1	2	2	Transport, accommodation, per diems for 2 persons, if needed.
TOTAL				128	n/a

- For completion of the assignment described in the Terms of Reference the contractor will be compensated for a total of **128 working days** plus travel cost, per diems (to be specified in the financial proposal).

- The contractor shall perform all tasks within a time frame of approx. **22 working weeks (= 110 working days)**.
- If the contractor fails to finalize the tasks within the schedule, any additional cost incurred will be the responsibility of the contractor.
- The Final Workshop (M8) is to be moderated by the contractor.

6. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered. The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all milestones. Please further 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 travel costs in full. The travel costs will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

7. Annexes

- N.a.