

Terms of Reference (ToR):

Organizing a public event

“AI & Soft Skills for MSMEs”

Empowering Armenian Entrepreneurs for Growth and Resilience

Project: “Socio-ecological transformation of the rural MSME sector and sustainable financial services in Armenia, Georgia, Tajikistan and Ukraine”

October 2025

Yerevan, Armenia

1. Background Information

The German Federal Ministry for Economic Cooperation and Development (BMZ) has commissioned German Sparkassenstiftung for International Cooperation (German Sparkassenstiftung) with the implementation of the project “Socio-ecological transformation of the rural MSME sector and sustainable financial services in Armenia, Georgia, Tajikistan and Ukraine”.

German Sparkassenstiftung aims to strengthen the economic participation of people in rural regions of project countries, in line with sustainable resource use, through adequate financial services and thus to contribute to improving life prospects in rural areas and to increasing resilience to external influences. Moreover, the project objective is to improve access to a sustainable financial market for the population and MSMEs in rural regions, enhance the entrepreneurial skills of the dedicated target group, and strengthen the sustainable use of demand-oriented financial services.

The project thus targets the following results:

Outcome 1: The partner financial institutions improve their range of needs-oriented financial services for MSMEs in rural areas.

Outcome 2: The entrepreneurial literacy program for MSMEs in rural areas, including content on resource-saving and risk-conscious business management, is sustainably established.

Outcome 3: The regulatory framework and the implementation of international and national guidelines on sustainable financing (ESG) have improved in at least two project countries.

Outcome 4: Content on sustainable management was integrated into the curricula of at least to universities or colleges.

Outcome 5: The exchange of experience between the project partners in the countries and at the regional level is used to better understand the perspectives of the supply and demand sides.

2. Main aim

Armenia’s MSMEs are the backbone of local economies — driving jobs, innovation, and community resilience. Yet, many are limited by:

- Insufficient modern business skills.
- Lack of access to advanced technologies.
- Weak connections with strategic partners and funding sources.

This event addresses those gaps by combining two essential pillars:

1. **Human-Centric Soft Skills Development** – leadership, communication, adaptability, emotional intelligence, and teamwork.
2. **AI-Enhanced Business Capabilities** – affordable tools for marketing, financial planning, productivity, and data-driven decision-making.

3. Main objectives

- Raise awareness about soft skills as drivers of MSME growth and competitiveness.
- Showcase practical, affordable AI tools for business planning, marketing, and productivity.
- Share success stories from Armenia and beyond.
- Facilitate networking between donors and implementing partners.
- Identify ways to integrate soft skills and AI into national MSME support programs.

Who Will Attend:

The event will engage a diverse range of participants to ensure both immediate MSME capacity-building and long-term policy and program alignment.

Primary participants will be Armenian MSMEs aiming to modernize their operations, improve competitiveness, and integrate both soft skills and AI into their business practices.

Secondary participants include trainers and educators, business associations and chambers of commerce, policymakers and regulators, as well as NGOs and development agencies that influence MSME development strategies.

4. Purpose of the Assignment

The purpose of this ToR is to engage a professional event management organization to coordinate, manage, and deliver all operational, creative, and technical components of the two-day event.

The contracted organization will be responsible for:

- End-to-end implementation and on-site coordination.
- Content support, including speaker facilitation for TEDx talks and masterclasses.
- Branding, media, and visibility deliverables.
- Reporting and documentation.

The organization will ensure that the event meets high professional standards, aligns with DSIK-AGBU branding, and achieves its learning and networking objectives.

5. Objectives of the assignment

The contractor will:

- Ensure seamless coordination and implementation of the two-day event, including detailed scheduling, planning and execution.
- Curate and coach TEDx-style and masterclass speakers, ensuring engaging, interactive, and thematic sessions.
- Provide on-site operational management including real-time coordination of staff, volunteers, logistics, and participants.
- Oversee POS and branding production (event logo, roll-ups, wall banner, notepads, pens, bags, badges, stickers, agendas, and certificates for volunteers and participants).
- Manage media and PR activities — promotion, photo/video coverage, social media, and visibility compliance.
- Prepare documentation including reports, photo and video archives, and evaluation summaries.

6. Scope of Work

The contractor will be responsible for the following workstreams:

| Ref | Workstream | Key Tasks | Expected Deliverables |
|-----|---|--|---|
| 4.1 | Event Planning & Coordination | Develop work plan, confirm agenda, align with DSIK-AGBU, set milestones and deliverables. | Work plan, timeline, coordination matrix. |
| 4.2 | Speaker & Moderator Management | Identify, confirm, and brief all speakers and moderators; conduct rehearsals. | Finalized speaker and moderator list, bios, and presentation decks. |
| 4.3 | Program & Agenda Finalization | Finalize two-day agenda, define session flow (panel, TEDx talks, workshops). | Final approved agenda and facilitation notes. |
| 4.4 | Event Implementation (On-Site) | Coordinate all event-day operations: venue setup, participant management, volunteer oversight, and live troubleshooting. | Daily operational plan, staff schedule, volunteer list. |
| 4.5 | Branding & POS Materials | Design, produce, and install all branded materials: logo, roll-ups, wall banners, notepads, pens, bags, badges, stickers, agendas, certificates. | Full POS kit, installed branding materials. |
| 4.6 | Audiovisual & Media Coverage | Arrange professional photo/video documentation, create highlight video, ensure partner visibility. | Photo archive, 3–5 minute event video. |
| 4.7 | Online Registration & Payment | Manage online registration and 5,000 AMD workshop fee collection via secure payment platform. | Registration and payment system report. |
| 4.8 | Post-Event Reporting | Summarize activities, attendance, media coverage, and recommendations. | 5–7 page illustrated event report. |

7. Deliverables & Timeline

| Phase | Deliverables | Deadline |
|-----------------------|---|--------------------|
| Inception | Work plan, branding concept, and logistics checklist | November 10, 2025 |
| Preparation | Speaker confirmations, agenda, and materials ready | November 25, 2025 |
| Implementation | On-site management, live coordination, media coverage | December 5–6, 2025 |
| Post-Event | Final report with visuals | December 15, 2025 |

8. Event Format and Timeline

- **Date:** 5,6 December 2025
- **Location:** Yerevan (the hotel name will be decided later)
- **Duration:** 2 days
- **Format:** In-person
- **Language:** Armenian
- **Participants:** around 80-120 (stakeholders and MSMEs)

9. Agenda

| Day 1 – Stakeholder Dialogue | |
|--|--------------------|
| Registration and Welcome Coffee | 10:00-10:30 |
| Opening Remarks by AGBU Armenia and DSIK Armenia | 10:30-11:00 |
| Panel “Financing and Enabling Armenian MSMEs in the Age of AI & Soft Skills” | 11:00-12:30 |
| Lunch and networking | 12:30 -14:00 |
| Ted Talk 1: Blogging Your Way to Growth – Building a loyal community through authentic storytelling. | 14:00 –14:20 |
| Ted Talk 2: Business & Life in Balance – Finding harmony between entrepreneurship, family, and well-being. | 14:30 –14:50 |
| Ted Talk 3: Turning Points: From Setbacks to New Horizons – Lessons from entrepreneurs who turned challenges into opportunities. | 15:00 – 15:20 |
| Ted Talk 4: Networking as Growth Capital – Unlocking the value of professional and social connections. | 15:30 – 15:50 |
| Ted Talk 5: Why Money Isn’t the Secret Ingredient to Business Success – Creativity and storytelling as low-cost marketing tools. | 16:00 – 16:20 |
| Ted Talk 6: Education as Empowerment: The WE Program Story – How structured programs provide knowledge, confidence, and networks. | 16:30– 16:50 |
| Closing and briefing for the next day agenda | 17:00-17:30 |
| Day 2 – MSME Workshops & Implementer Roundtable | |
| Kick-off | 10:00-10:00 |
| Masterclass 1 A: Scaling Up with AI: Opportunities for Armenian Entrepreneurs | 10:00-12:00 |

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|---|--------------------|
| Exploring how AI supports SME growth—from e-commerce expansion and process automation to identifying new market opportunities and adapting to technological changes. | |
| Masterclass 1 B: Business Idea Generation & Storytelling with AI Exploring how entrepreneurs can generate innovative business ideas and turn them into compelling stories. Practical tips on pitching to investors, partners, or grant committees with confidence. | 10:00-12:00 |
| Break and networking | 12:00-13:00 |
| Masterclass 2 A: Negotiation & Customer Relationship Skills Developing strong interpersonal and communication skills for successful negotiations. Focus on persuasion, active listening, and body language to build trust and maintain long-term customer relationships | 13:00-15:00 |
| Masterclass 2 B: Time Management and Planning Models Learning effective strategies to organize tasks, set priorities, and balance workload for maximum productivity. Introduction to practical planning models and tools that help entrepreneurs and professionals manage their time efficiently and achieve sustainable results. | 13:00-15:00 |
| Break and networking | 15:00-16:00 |
| Masterclass 3 A: AI-Powered Marketing & Customer Insights Using survey tools, customer databases, and social media promotion supported by AI. Learn how to analyze competition, segment audiences, and create cost-effective campaigns while adapting to changing digital technologies and techniques. | 16:00-18:00 |
| Masterclass 3 B: AI Tools for Financial Planning & Management Practical AI solutions for controlling cash flow, tracking income and costs, forecasting profits, and systemizing financial indicators to make better business decisions. | 16:00-18:00 |
| Closing | 18:00-18:30 |

10. Participation and Evaluation Criteria

All interested and qualified service providers are invited to submit technical and financial proposals.

Contractor Qualifications:

- Proven experience in event management for international organizations.

- Track record in delivering TEDx or educational workshops.
- Professional bilingual team (Armenian/English).
- Expertise in branding, media production, and stakeholder coordination.
- Commitment to sustainable and inclusive event management.

The proposal should include, at a minimum:

- List of relevant reference assignments.
- List of assigned staff and suggested speakers.
- Portfolio of relevant events
- Technical Proposal (methodology, workflow, team).
- Financial proposal with a breakdown of all expenses (budget in AMD, VAT inclusive)

The proposal shall be submitted in English language and in one combined PDF file to DSIK Armenia office (info.armenia@dsik.org) **no later than 3rd November 2025**.

11. Reporting & Coordination

The contractor will work under the supervision of DSIK Armenia and AGBU Armenia. Weekly coordination meetings will ensure alignment, and all visibility materials will require prior approval.

12. Evaluation Criteria

| Criteria | Weight |
|------------------------------------|--------|
| Technical proposal relevance | 40% |
| Team experience and qualifications | 25% |
| Financial competitiveness | 25% |
| Creativity and visibility approach | 10% |

The selected contractor will be notified by **November 5, 2025** and begin implementation immediately after contract signing.

Yerevan, 23 October 2025