

Terms of reference (ToR) for the procurement of services

CONFIDENTIAL

Promoting the Use of Green Technologies in the Textile, Tourism, and Wine Sectors in Armenia	Project number/ cost centre: 23.2132.1-001.00
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0. List of Abbreviation

ICT	Information and Communication Technology
MBA	Master of Business Administration
MESCS	Ministry of Education, Science, Culture, and Sport
MoE	Ministry of Economy
MSMEs	Micro, small, and medium-sized enterprises
PSDTVET	Private Sector Development and Technical Vocational Education and Training
ToRs	Terms of reference

1. Context

The economic development of Armenia during the last years has been characterized by a transition from a centrally planned economy to a liberal economic model. Due to its geographical location, Armenia has a high export potential. A liberal tax system, effective incubators and targeted government incentives have contributed to an above-average environment for business startups in the region (96.1/100 points for *Starting a Business* in the *Doing Business Report 2021*). Despite recording growth rates, particularly driven by the strong Information and Communication Technology (ICT) sector, Armenia faces significant challenges.

A major challenge is the concentration of economic activities in the capital as well as the ongoing emigration of well-qualified young people. Moreover, the Armenian economy lacks the framework conditions, institutional capacities and professional skills of the individuals to successfully advance the socio-ecological transformation towards a sustainable and resilient economic model.

The Private Sector Development and Technical Vocational Education and Training (PSDTVET) programme, commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by GIZ, aims to promote private sector development with a high focus on employment impacts and close integration of vocational education and training. The programme focuses on the technology sector (out of four selected sectors) with considerable potential for growth and job creation in the context of the transformation towards a sustainable economic model. The aim of the programme is to exploit the potential of the transformation towards a future-oriented economy in Armenia in the technology sector.

Programme Objectives and Indicators

The programme has set several indicators to measure progress:

- **Indicator 1:** Incorporate 18 recommendations for shaping economic or vocational policy frameworks into relevant political actors' strategy or action plans.
- **Indicator 2:** Improve the employment situation for 350 people, including 175 women.
- **Indicator 3:** Enhance the performance of 290 Armenian micro, small, and medium-sized enterprises (MSMEs), including 80 led by women.
- **Indicator 4:** Ensure 400 out of 650 companies employing apprentices or graduates from demand-oriented training courses confirm that their labor market and future-oriented skills meet the companies' needs.

Target Groups

The target group of the programme includes people of all age groups, especially employees and owners of Armenian MSMEs and startups in selected sectors (e.g. textile, tourism and wine).

Programme Implementation

The programme success relies on a collaborative approach involving the Armenian Ministry of Economy (MoE), the Ministry of Education, Science, Culture, and Sport (MESCS), and various vocational training institutions, associations, vocational schools, training companies, and providers of innovation promotion, corporate, and business startup services.

The programme operates in three intervention fields:

1. **Strengthening Capacities:** Improving competitiveness in employment-relevant sectors.
2. **Public-Private Cooperation:** Enhancing the labor-market relevance of selected training courses.
3. **Experience Exchange:** Strengthening regional and international exchange in sustainable private sector development and dual-oriented vocational training.

Background information

Armenia is facing growing environmental and sustainability challenges, including inefficient energy consumption, resource depletion, and pollution across various economic sectors. As the global market increasingly values sustainability and climate-conscious practices, Armenian industries must adopt green technologies to remain competitive, reduce environmental impact, and align with national and international climate commitments.

Promoting green technologies not only enhances environmental sustainability but also improves operational efficiency, product quality, and access to new markets, especially in the EU. However, uptake remains low due to limited awareness, access to information, and coordination between technology providers and businesses.

Armenia's technology ecosystem has witnessed significant growth over the past decade, driven by a vibrant ICT sector, government support, and international cooperation. The country has positioned itself as a regional hub for tech innovation, particularly in software development, engineering services, and startup incubation. However, the development and application of green technologies remains at a relatively early stage. Strategic interventions are needed to bridge the gap between tech developers and businesses in key sectors like textile, tourism, and wine. This includes improving visibility of local solutions, enhancing skills, strengthening institutional coordination, and creating incentives for adoption.

Armenia's textile and apparel industry has historical roots and export potential. However, outdated production technologies result in high energy and water consumption and chemical use. Few enterprises have adopted cleaner production methods or sustainable certification standards.

Tourism has become a key contributor to Armenia's economy. With its rich cultural heritage and natural landscapes, there is a strong potential to position Armenia as a green tourism

destination. However, sustainable practices such as eco-certification, energy efficiency in hospitality, and waste management remain underdeveloped.

Armenia is emerging as a boutique wine producer with a growing international reputation. Yet, environmental sustainability in vineyards and production facilities (e.g., irrigation efficiency, renewable energy use, waste utilization) is still limited. Opportunities for applying climate-smart agriculture and green processing technologies exist but are not fully utilized.

The goal and objectives of the project

The overall goal of the assignment is to foster the adoption of green technologies in Armenia's textile, tourism, and wine sectors by identifying local solutions and facilitating cross-sector collaboration and capacity building.

The specific objectives of the assignment are:

- To analyse the local green technology ecosystem and identify existing solutions relevant to the three targeted sectors.
- To promote awareness and knowledge exchange between technology providers and businesses.
- To facilitate awareness, matchmaking, and future cooperation across stakeholders.

2. Tasks to be performed by the contractor

The contractor contributes to achieving the objectives and indicators described in this document.

Module objective: The potentials of the transformation towards a modern economy in Armenia have been realised in selected sectors.

Module objective indicator 3:

290 Armenian MSMEs that have implemented modern business models, 80 of which are run by women, have improved their performance in one of the following categories: (i) Saved costs; (ii) Increased turnover; (iii) New customers; (iv) New business relationships; (v) Integration into supply chains.

Baseline value: 141 MSMEs

Target value: 290 MSMEs (03/2027)

Output 4: The innovation ecosystem is adapted to the needs of a future-oriented Armenian economy, with special consideration for female founders or entrepreneurs.

Output indicators:

- 4.1 90 actors in the Armenian economy have introduced resource-conserving innovations, 60 of which are green or circular business models

Baseline: 0 actors in Armenian Economy

Target value: 90 actors in Armenian Economy (03/2027)

The contractor is responsible for providing expert advice, recommendations, and carry out the activities detailed in the “Scope of the Assignment” below.

Scope of the Assignment

The contractor will implement the following activities:

1. Ecosystem Analysis

- a. Carry out stakeholder interviews and desk research to assess sector-specific needs and opportunities.
 - i. Interviews should include relevant industry associations and at least ten leading businesses from each target sector (textile, tourism, wine) to gain in-depth insights into current practices, challenges, and green technology adoption potential.
- b. Map existing local green technology providers, products, and services and identify relevant solutions in international market applicable to the three sectors.
- c. Launch an open call for local green technology solutions.
 - i. The contractor will prepare and disseminate an open announcement inviting local technology providers to submit relevant green solutions applicable to the textile, tourism, and wine sectors in Armenia. The announcement should clearly outline the key sectoral challenges identified through preliminary research and interviews. Interested solution providers will be invited to share concise information on their technologies, services, or products that could address these challenges. Submissions will be reviewed and integrated into the green tech ecosystem analysis and/or presented during the sectoral workshops.
- d. Identify barriers to adoption, gaps in the market, and enabling factors.
- e. Produce an ecosystem analysis report with sector-specific green tech solutions and tailored recommendations.

2. Workshop Planning and Implementation

- a. Organize three in-person workshops (one per sector) in Yerevan or sector-relevant regions (e.g., Vayots Dzor for wine, Lori/Tavush for tourism). Locations to be agreed during implementation.

- b. Each workshop should bring together:
 - i. Relevant green tech solution providers
 - ii. Sector representatives (businesses, associations)
 - iii. Relevant institutions (ministries, local municipalities, donors, universities)
- c. Include showcases of local and international best practices.
- d. Facilitate matchmaking, peer exchange, and identification of follow-up actions.
- e. Develop concise workshop summaries, including participant feedback and recommendations.

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

Milestone	Deliverables	Deadline (from the start of contract signing)
Kick-off & Planning	Inception report and detailed workplan	Week 1
Ecosystem Analysis	Draft report based on desk review and stakeholder interviews	Week 4
	Final Green Tech Ecosystem Analysis Report with recommendations	Week 5
Workshop Planning	Agendas, speaker confirmations, venue logistics	Week 5
Workshops Delivered	3 in-person workshops conducted (1 per sector)	Week 8
	Workshop summaries and participant feedback reports	Week 9
Final Reporting	Final report including all deliverables and next-step suggestions	Week 10

Period of assignment: from 15th September until 21st November 2025.

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).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation 1.2** (1.2.1 and 1.2.2) with them.

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 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)

- not applicable –

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.

Tasks of Team Leader (Senior Expert):

- Overall responsibility and coordination of the assignment
- Quality assurance of deliverables (deadlines)
- Lead the ecosystem analysis, sectoral interviews and conducting the workshops
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management
- Regular reporting in accordance with deadlines

Qualifications of Team Leader: (Assessment grid 2.1)

Qualifications (section 2.1.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in Master of Business Administration (MBA) or management or economics or international relations
Language (section 2.1.2 of the assessment grid):	Fluent in English and native in Armenian
General professional experience (section 2.1.3 of the assessment grid):	10 years of experience in ecosystem assessments, stakeholder engagement, and policy recommendations
Specific professional experience (section 2.1.4 of the assessment grid):	3 years of experience in implementing or supporting green technology solutions in the textile or tourism or wine sectors
Leadership/management experience (section 2.1.5 of the assessment grid):	3 years of experience in projects, companies or other organisations with leadership responsibility for 3 people
Regional experience (2.1.6 of the assessment grid):	10 years of experience in Armenia
Development cooperation experience (section 2.1.7 of the assessment grid):	3 years of experience in development cooperation projects

Other: (section 2.1.8 of the assessment grid):	Not applicable
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Tasks of Expert 1

- Provide expert input across all three sectors (textile, tourism, wine)
- Identify businesses for conducting interviews
- Supporting interviews and workshops, validate findings
- Support mapping of challenges and solution demand in each sector

Qualifications of expert 1 (Assessment grid 2.2)

Qualifications (section 2.2.1 of the assessment grid):	University degree (e.g. 'master's or German Diplom') in MBA or management or economics or international relations
Language (section 2.2.2 of the assessment grid):	Fluent in English and native in Armenian
General professional experience (section 2.2.3 of the assessment grid):	5 years of experience in private sector engagement, SME development, or sustainable production in the textile or tourism or wine sectors
Specific professional experience (section 2.2.4 of the assessment grid):	2 years of experience in implementing or supporting green technology solutions in the textile or tourism or wine sectors
Leadership/management experience (section 2.2.5 of the assessment grid):	Not applicable
Regional experience (2.2.6 of the assessment grid):	Not applicable
Development cooperation experience (section 2.2.7 of the assessment grid):	2 years of experience in development cooperation projects
Other: (section 2.2.8 of the assessment grid):	Not applicable

Tasks of Expert 2

- Support desk research, data collection, note-taking during interviews and workshops
- Support the mapping of local and international green tech solutions
- Manage the open announcement process
- Preparation of background material, handle workshop logistics, invitations, materials, stakeholder follow-up, manage photo documentation, participant lists (using GIZ template)

Qualifications of expert 2 (Assessment grid 2.3)

Qualifications (section 2.3.1 of the assessment grid):	Bachelor's degree in economics
Language (section 2.3.2 of the assessment grid):	Fluent in Armenian
General professional experience (section 2.3.3 of the assessment grid):	3 years of experience in research projects
Specific professional experience (section 2.3.4 of the assessment grid):	2 years of experience in event coordination, communication
Leadership/management experience (section 2.3.5 of the assessment grid):	Not applicable
Regional experience (2.3.6 of the assessment grid):	Not applicable
Development cooperation experience (section 2.3.7 of the assessment grid):	1 year of experience in development cooperation projects
Other: (section 2.3.8 of the assessment grid):	Not applicable

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

5. Costing requirements

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader: Senior Expert	1	20	20	
Designation of Expert 1	1	10	10	

Designation of Expert 2	1	15	15	
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Workshops, events and trainings

The contractor will implement three workshops as outlined in the “Scope of the Assignment” section. However, the format, timing, and location of the workshops will be determined during the initial phase of the contract in close coordination with the GIZ team. The contractor will not be responsible for organizing the venue and equipment rental, as well as arranging catering. Moreover, the contractor is not expected to cover or reimburse participants’ travel expenses.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- GIZ staff member will accompany the process,
- Organisation of all three mentioned workshops will be done by GIZ (incl. covering of costs arising with regard to the workshops),
- Contact making relevant for the assignment.

7. 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 must also be submitted in English (language).

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