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I. List of Abbreviations

• ALI	Association of Lebanese Industrialists
• BMZ	German Federal Ministry of Economic Cooperation and Development
• DGVTE	Directorate General for Vocational and Technical Education
• EU	European Union
• GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH German Development Cooperation
• IoT	Internet of Things
• MSME	Micro, Small and Medium-sized Enterprises
• MEHE	Ministry of Education and Higher Education
• NGO	Nongovernmental organization
• QuA-VET	Improving the Quality and Attractiveness of Technical and Vocational Education and Training in Lebanon for poor and vulnerable social groups
• STE	Short-Term Expert
• SABs	School Advisory Boards
• TVET	Technical and Vocational Education and Training
• WBL	Work-Based Learning

II. General information

1. About the Project

The Multi-Donor Action “Improving the Quality and Attractiveness of Technical and Vocational Education and Training (TVET) in Lebanon for poor and vulnerable social groups” is jointly co-financed by the European Union and the German Federal Ministry of Economic Cooperation and Development (BMZ). The joint action is implemented by GIZ as a specific Action within the wider BMZ project “Improving the Quality and Attractiveness of TVET in Lebanon for poor and vulnerable social groups (QuA-VET)”.

The aim of the action is to orient the vocational training towards the qualification needs of the labour market in sectors with sustainable employment potentials, therefore improving the employment capacities for poor and vulnerable social groups living in Lebanon. The implementing partner, the Directorate General for Vocational and Technical Education (DGVTE), requires further support in involving the private sector in vocational education and training. Thus, the project’s emphasis is placed on improving the partnership between vocational training institutions and the private sector. This includes developing modularized and practice-oriented training programmes in selected sectors, digitalizing e-learning lessons for the technical theoretical subjects of the promoted TVET programs and general subjects and enhancing the quality of In-Company Training for employees and work-based learning for vulnerable individuals.

The target groups of the project are vulnerable youth and young adults (aged 15-35), including Syrian and Palestinian refugees, individuals from hosting communities, TVET Lebanese students, unemployed or underemployed individuals (aged 17 to 35), and employees in Micro, Small, and Medium-sized Enterprises (MSMEs) seeking to improve their employment prospects through relevant qualifications.

2. Output Context

Background: In-Company Training and Work-Based Learning (WBL)

The Action aims to increase the quality of learning in the company for students and employees, as well as the employment retention of vulnerable people by improving the capacities of in-company trainers and introducing new instruments.

In-Company Training standards refer to the established guidelines and criteria that govern the quality, content, and implementation of training programs within a company. These standards ensure consistency and effectiveness in the training process. They may include defining the specific learning objectives, competency frameworks, assessment methods, and duration of training. Additionally, In-Company Training standards might outline the qualifications and experience required for trainers, the use of training materials, and the monitoring and evaluation procedures to measure trainee progress. To date, in Lebanon there are no binding minimum quality standards for In-Company Training and WBL qualification of training personnel or other functioning mechanisms to ensure the quality of training.

The Action will introduce standards, built upon the decent work agenda, in line with international benchmarks and best practices. Jointly with stakeholders from private and public side, the Action will develop instruments to improve the In-Company Training and WBL. These instruments may include but are not limited to the following aspects: certification of trainers, code of conduct of trainers and attendees, quality assurance, occupational health and safety, training needs analysis, development of trainings plans for theoretical and practical content, monitoring of training implementation and attendee attainment, etc. In-Company trainers and WBL trainers will be enabled to use the instruments in their daily routine. The instruments will be inclusive and culturally and contextually sensitive. The project will assess the use of the instruments and adjust if required.

III. Mission

This mission aims to develop a comprehensive framework for In-Company Training – for employees – in Lebanon by identifying existing gaps, leveraging best practices, and creating recommendations tailored to the local context. At its foundation is an extensive phase of desk research and benchmarking to analyse In-Company Training practices in Lebanon, neighbouring countries, and internationally recognized models, followed by a survey of 30 – 40 companies in Lebanon. This mission will serve as a basis for designing effective In-Company Training Instruments that reflect both global standards and Lebanon’s unique needs.

As In-Company Training and WBL¹ are closely interconnected processes, the mission will strategically coordinate with an STE leading a parallel WBL survey, enabling alignment between In-Company Training structures and the needs of WBL programs. This collaboration will help establish selection criteria that foster meaningful partnerships between companies and TVET institutions, ensuring that companies are prepared to provide quality training experiences to students with limited workplace experience.

Finally, to ensure continuity and lasting impact, all findings, insights, and best practices will be transferred to an expert who will finalize the development of the In-Company Training Instruments. This expert will build on the mission's groundwork to identify 20 pilot companies and oversee the implementation phase, bridging the gap from planning to practical application and supporting the long-term sustainability of In-Company Training in Lebanon.

¹ There is a distinct difference between in-company training and work-based learning. Work-based learning occurs in a work environment, through participation in work practice and process, and is integral to TVET in the frame of an internship or on-the-job training as a student and in addition to or in conjunction with classroom learning while in-company training refers to learning acquired as an employee of a company.

1. Services and Deliverables

- A.** Conduct desk research and benchmarking on adopted practices in Lebanon, neighbouring countries, and countries representing the best practices for In-Company Training to determine the gaps and best practices.

The STE will: Submit a structured report summarizing the research methodology, key findings, identified gaps, benchmarking comparisons, and recommendations, supported by relevant visuals such as charts and tables for clarity.

- B.** According to the results of the desk research, prepare and submit to the project team for revision and approval: 1) an In-Company Training survey draft, along with 2) an outreach & selection strategy for up to 30 – 40 companies in Lebanon who will be taking part in the approved survey.

The STE will:

- Draft an initial survey draft tailored to Lebanon's In-Company Training context and the project's objectives for approval by the project team.
- Prepare and submit the companies outreach strategy to the project team for review and approval.
- Submit the updated survey and outreach strategy following the project team review and approval.
- Provide the final approved version of the survey and outreach strategy.
- Once approved by the project team, the survey will undergo a field test through interviews with a subsample of businesses to be further revised based on the findings of the test survey.

- C.** Outreach to up to 30 – 40 companies in Lebanon to ensure willingness and eligibility to participate in the approved In-Company Training survey.

The STE will:

- Implement a targeted outreach strategy to engage 30–40 companies, ensuring alignment with the selection criteria.
- Maintain a comprehensive log of outreach activities and share with the project team a final list of participating companies.
- Address any risks or challenges during the outreach process and ensure the selected companies are prepared for the survey.

To ensure the survey yields reliable and relevant results, the following steps for selecting companies are advised:

- Develop and coordinate an outreach strategy.
- Execute outreach activities.
- Monitor and document outreach efforts.
- Confirm and finalize companies' participation.
- Address risks and ensure flexibility.

- D.** Conduct the approved survey on In-Company Training for employees, to identify gaps, best practices, and incentives, to issue recommendations for designing In-Company Training Instruments.

The STE will:

- Develop a detailed survey implementation plan and share it with the project team.
- Conduct the approved survey using the agreed methodology.
- Share the track of the survey responses.
- Submit a final table addressing the end survey's status.

The survey should adhere to the following basic criteria to ensure it provides meaningful and actionable insights:

- Cover companies across all regions of Lebanon.
- Include only legally registered MSMEs.
- Focus on companies in the Agrifood and IoT sectors.
- Target enterprises within 20 km distance from TVET schools listed in the annex.
- Include companies with diverse workforces (gender, age, educational background, and employee levels).
- Cover all necessary dimensions of In-Company Training, including strategic, operational, and performance-related factors.
- Favor companies with demonstrated commitment to employee development (e.g., HR policies, training budgets, and resources).
- Favor on companies collaborating with educational/training institutions or involved in SABs or development organizations (e.g., GIZ, ILO).
- Ensure the survey time is concise and takes no more than 20 minutes to complete.

- E.** Submit a report (after analysis of raw data with project team) including incentives, gaps & best practices of In-Company Training in Lebanon, along with recommendations to design instruments and preliminary incentive schemes for companies.

The STE will:

- Analyse data and generate insights.
- Draft and submit a clear outline of the report structure for approval by the project team ensuring the structure aligns with project objectives and deliverables.
- Draft the report and submit it for revision and approval by project team.
- Incorporate feedback and submit the final report.
- Prepare a presentation of the key findings and participate in the meetings with stakeholders to present findings and support in the discussion.

The report shall include, but not be limited to:

- o a comprehensive analysis of gaps & best practices,
- o clearly outlined recommendations with practical implementation steps,
- o preliminary incentive schemes with feasibility to encourage companies' participation in the programs.
- o benchmarking comparison areas, highlighting key differences and areas of improvement
- o a clear structure with visual aids (e.g. relevant charts, graphs, case studies, etc.)

- F.** Develop and submit (in close coordination with the expert conducting the parallel WBL survey) comprehensive selection criteria to identify suitable piloting companies and facilitate their matchmaking with TVET schools, ensuring alignment with project objectives and In-Company Training & WBL goals.

The STE will:

- Participate in an initial meeting with the project team and the expert conducting the parallel WBL survey to align on objectives for selecting pilot companies and understand the expectations for coordination and collaboration.
- Review and analyse the list of surveyed companies.
- Draft initial selection criteria of piloted companies.
- Collaborate with WBL expert to ensure alignment with findings and discuss overlaps and complementarities.
- Submit companies' selection criteria for revision.
- Submit the final version of the selection criteria, along with recommendations for the 20 piloting companies.

- G.** Coordinate and transfer knowledge to the expert who will be later designing the In-Company Training instruments to finalize the selection of 20 piloting companies.

The STE will:

- Prepare all necessary materials for a comprehensive knowledge transfer with the expert who will be designing the instruments.
- Participate in the conduct of interactive coordination sessions and transfer knowledge to the expert who will design the instruments.
- Submit a comprehensive report documenting the process and outcomes.

Additional considerations:

- Administer the survey to key stakeholders within the companies (HR managers, training coordinators, department heads).
- Use a combination of quantitative and qualitative questions to capture both measurable data and detailed feedback.
- Keep it concise, with a completion time of no more than 20 minutes.
- Deliver all produced documents in hard copy and in digital form using exclusively MS-Office applications and in a format agreed upon (PDF, Editable word documents, excel spreadsheets, PPT)
- Provide URLs or document titles for online references.
- To ensure effective design, implementation, analysis, and extraction of results and conclusions, the above should be carried out in close coordination and regular communication with GIZ team and the expert who is conducting a parallel WBL survey (online and face-to-face meetings, emails, brainstorming sessions, document approvals, etc.).

2. Period of Assignment

GIZ shall hire the contractor for a contract term from 10.02.2025 to 31.08.2025.

3. Milestones

Milestones/partial works	Timeframe & Responsibility	Criteria for acceptance
A. Conduct desk research and benchmarking on adopted practices in Lebanon, neighbouring countries, and countries representing the best practices for In-Company Training to determine the gaps and best practices.	FEB – mid MAR 2025 <ul style="list-style-type: none"> ▪ Initial draft report ▪ Midway check-in ▪ Final report By the assigned expert for this mission	<ul style="list-style-type: none"> - Following respective criteria in §1 - Structured report (incl. resources) - Word file, Excel spreadsheet with charts for comparison, and PPT for presentation
B. According to the results of the desk research, prepare and submit to the project team for revision and approval: 1) an In-Company Training survey draft, along with 2) an outreach & selection strategy for up to 30 – 40 companies in Lebanon who will be taking part in the approved survey.	FEB – mid APR 2025 <ul style="list-style-type: none"> ▪ Initial submission ▪ Project revision ▪ Revised final submission By the assigned expert for this mission	<ul style="list-style-type: none"> - Following respective criteria in §1 - Survey draft document incl. Outreach strategy
C. Outreach up to 30 – 40 companies in Lebanon to ensure willingness and eligibility to	MAR– mid APR 2025 <ul style="list-style-type: none"> ▪ Submit list of potential companies ▪ Confirm participation of proposed companies 	<ul style="list-style-type: none"> - Following respective criteria in §1 - List data collected from the 30 – 40 companies that have been outreached.

participate in the approved In-Company Training survey	<ul style="list-style-type: none"> ▪ Share the final list with GIZ By the assigned expert for this mission	
D. Conduct the approved survey on In-Company Training for employees, to identify gaps, best practices, and incentives, to issue recommendations for designing In-Company Training Instruments.	APR – MAY 2025 <ul style="list-style-type: none"> ▪ Share the plan with GIZ ▪ Finish coordination with selected companies ▪ Finish the survey realization By the assigned expert for this mission	<ul style="list-style-type: none"> - Following respective criteria in §1 - Timeline of the survey implementation plan & methodology (Format, resources, coordination, data collection) - Updated timeline post implementation
E. Submit a report (after analysis of raw data with project team) including incentives, gaps & best practices of In-Company Training in Lebanon, along with recommendations to design instruments and preliminary incentive schemes for companies.	MAY – mid JUN 2025 <ul style="list-style-type: none"> ▪ Analyse raw data with GIZ team ▪ Draft the report for GIZ feedback ▪ Send final report By the assigned expert for this mission	<ul style="list-style-type: none"> - Following respective criteria in §1 - Report document, along with list of outreached companies and collected data.
F. Develop and submit (in close coordination with the expert conducting the parallel WBL survey) comprehensive selection criteria to identify suitable piloting companies and facilitate their matchmaking with TVET schools, ensuring alignment with project objectives and In-Company Training & WBL goals.	JUN – mid JUL 2025 <ul style="list-style-type: none"> ▪ Conduct initial meeting ▪ Develop preliminary selection criteria with WBL expert ▪ Submit final criteria By the assigned expert for this mission, along with another WBL expert	<ul style="list-style-type: none"> - Following respective criteria in §1 - Comprehensive report including selection criteria and profiles of the selected companies
G. Coordinate and transfer knowledge to the expert who will be later designing the In-Company Training instruments to finalize the selection of the 20 piloting companies.	JUN – JUL 2025 <ul style="list-style-type: none"> ▪ Conduct initial meeting ▪ Conduct follow-up meetings, as needed ▪ Submit a joint coordination report By the assigned expert for this mission, along with the WBL expert and expert who will later design the instruments.	<ul style="list-style-type: none"> - Following respective criteria in §1 - Comprehensive presentation based on the final report - Coordination report incl. the provided materials, shared insights, and recommendations.

IV. Tender requirements

1. Qualifications of the Expert

1.1. General qualifications:

- Education:
Bachelor's degree in statistics, social sciences, human resource development, business administration, or a related field.
- Professional experience:
 - 1) At least 4 – 7 years of experience in designing, managing, or evaluating In-Company Training programs
 - 2) Familiarity with international practices & standards of In-Company Training, incl. trainer certification, quality assurance mechanisms, etc.
 - 3) Competent to work with the private sector, professional associations, & public TVET institutions to gather insights and issue recommendations.

- 4) Experience in developing and administering surveys, desk research and benchmarking, incl. qualitative and quantitative methods.
- 5) Skilled in analyzing data to identify gaps and opportunities in training frameworks.
- 6) Proficiency in using applications (software tools/ systems) utilized in processing surveys is a plus.
- 7) Proficient in use of Microsoft Office (Word, Excel, Power Point) (minimum requirement)
- 8) Previous experience working with GIZ is an advantage

1.2. Experience in the region/ knowledge of the country

- Minimum 4 years working experience in Lebanon: Familiarity with Lebanon's economic, social, and institutional contexts, especially related to training and employment challenges. Sensitivity to cultural dynamics in engaging with private sector representatives.
- Experience or knowledge of public vocational education and training in Lebanon is an advantage.

1.3. Language skills:

- Business fluency in Arabic and English languages.

Other Conditions:

- Availability of a reliable PC/ laptop with MS Office, MS Teams applications and survey tools installed (required)
- Availability of a stable internet connection (required)
- Availability of a transportation mean to visit companies for outreach in different areas in Lebanon (required)
- Transportation for all duties and activities under this assignment shall be the sole responsibility of the STE, including the arrangement and associated costs

2. Quantitative Requirements

Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs below.

Fee days	No. of experts	No. of days/ experts	Comments
A. Conduct desk research and benchmarking	1	10	Total of 40 working days
B. Provide In-Company Training survey draft and Outreach and Selection strategy		4	
C. Outreach to up to 30 – 40 companies in Lebanon to ensure willingness and eligibility to participate in the survey.		5	
D. Conduct the approved survey on In-Company Training for employees for the selected 30 – 40 companies.		10	
E. Submit report (after analysis of raw data with project team) including gaps & best practices of In-Company Training in Lebanon, along with recommendations to design instruments and preliminary incentive schemes.		6	
F. Develop and submit (in close coordination with the expert conducting the parallel WBL survey) comprehensive selection criteria to identify suitable piloting companies and facilitate their matchmaking with TVET schools.		2	
G. Coordinate and transfer knowledge to the expert, who will be later designing the In-Company Training instruments, to finalize the selection of the 20 piloting companies.		3	
Travel expenses	No. of experts	No. of days; nights/ expert	Comments
• Per-diem allowance in country of assignment	0	0	

• Overnight allowance in country of assignment	0	0	
• Travel costs (train, private vehicle)	0	0	
Flights	No. of experts	No. of flights/ experts	Comments
• International flights	0	0	
• Domestic flights	0	0	
Other costs	No. of experts	Amount/ expert	Comments
• Flexible remuneration	0	0	

3. Conceptual/ Technical Evaluation

The tender should indicate how the services outlined in Section III. 1 (Services and Deliverables) are to be provided. Reference should be made to the following criteria:

- **3.1 Quality of Research & Benchmarking Approach:** This criterion assesses the depth and structure of the proposed research approach, including the methodology of identifying gaps and comparing practices across Lebanon, neighboring countries, and best-practice models. It also considers the use of visual aids and the clarity and functionality of the research findings.
- **3.2 Relevance & Adaptation of Survey Design Approach:** This criterion assesses how well the proposed survey design approach aligns with the project's objectives and the context of the mission. It evaluates the survey's feasibility in terms of length, clarity, and implementation within a 20-minute timeframe.
- **3.3 Effectiveness of Outreach & Engagement Approach:** This criterion evaluates the effectiveness of the proposed strategy for engaging 30–40 companies, including risk management strategies for potential outreach challenges. It also looks at the clarity of the proposed approach for outreach for survey participation and the mechanisms for documenting and finalizing the outreach process.
- **3.4 Quality of Data Analysis Approach:** This criterion assesses the thoroughness of the proposed data analysis approach to identify gaps and best practices. It evaluates the practicality and depth of the approach of issuing recommendations for developing new instruments and incentive schemes, as well as the relevance of the findings for stakeholder engagement and alignment with project goals.

V. Tender Format and Application Requirements

- **Deadline to apply:** 04.02.2025 by 23:59 Beirut Local Time
- The applicant shall submit all the required documents (listed below) in PDF format to the following email address: LB_quotation@giz.de
- **Required documents (in English language):**
 - a) Concept note, expressing the bidder's interest in the assignment, outlining their relevant expertise, and highlighting the proposed approach and how it meets the criteria outlined in §3.
 - b) Updated CV, detailing reference projects that showcase experience in designing and implementing surveys and conducting desk research, particularly in the context of In-Company Training or related areas within Technical and Vocational Education and Training (TVET).

- c) Financial offer (incl. bidder's finance number), clearly specifying the daily fees (see Annex 1: Financial Offer Template)
- **Important notes:**
 - *The CV submitted can have a maximum of four pages. The concept should not exceed five pages. If one of the maximum page lengths is exceeded, the content after the cut-off point will not be considered in the assessment. External content (e.g. links to websites) will also not be considered.*
 - *Only applications containing the “Required Documents” above will be considered.*
 - *For inquiries about this ToR, please contact [LB quotation@giz.de](mailto:LB_quotation@giz.de) by COB 29.01.202 max till 2.00 pm*

VI. Outsourced processing of personal data

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. The contractor alone would define the nature of such data and how such processing would be carried out. 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. The GDPR's data transfer rules must be considered whenever personal data leaves the EU for a third country. The GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to the 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) could be helpful. The GIZ is available to support the contractor whenever need arises.

VII. Annexes

- Annex 1: Financial Offer Template