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| 1. **Delivery of Business Support Service(s) <*insert the title of the service*> for <*company*>** | **Project number/ cost centre:**  **20.9057.9-001.00** |

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# General information

1. **Brief information on the project**

The project “EU for Economic Growth (EU4EG)” aims at increasing the local economic activity and competitiveness in four target areas: North-East, Polog, and South-West planning regions and Prespa area (Municipality of Resen) by improving access of start-ups and Micro, Small and Medium Sized Enterprises (MSMEs) to financing and high value-added services.

The duration of the project is four years until 01/2025.

The EU4EG project is co-funded by the European Union Delegation to North Macedonia and the German Federal Ministry for Economic Affairs and Climate Action (BMWK). The project is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) in partnership with Area Science Park (ASP) from Trieste, Italy and supported by the BMWK and the Central European Initiative (CEI) as Associates.

The project will achieve its objective by implementing work packages under 3 major components:

(i) working on the business advisory services for start-ups and different segments of MSMEs by size and sector,

(ii) improving business support infrastructure in the targeted areas and

(iii) by disbursing grants, targeting start-ups and high value-added business initiatives including those related to the green and circular economy.

The target groups for the project include businesses owned or majority employing people under 40 years old; women; and vulnerable groups. The types of economic activities include the Circular economy and green economy; Innovation and IT; and Highly competitive/growth potential economic sectors.

1. **Context**

EU4EG project Component 1 (C1) “Improve business support services for start-ups and MSMEs” has an objective to provide access to high-quality business support services (BSSs) for MSMEs[[1]](#footnote-1) as target organisations (TOs) with a special focus in areas related to green and circular economy, innovation, IT, marketing, export, business financing, Intellectual Property Rights (IPR), standardization, environment and climate friendly technologies and processes, etc.

Expected outcome of C1 is to ensure strong take up of advanced BSSs by making business owners aware of the BSOs offering support, the types of support available and the ways in which the support can provide real and tangible improvement to their businesses”.

In the period April – August 2021, the first version of the Catalogue of advanced services for MSMEs was developed. In the subsequent period it was contunously updated and finally in the period November 2023 – January 2024, its fourth version was developed integrating the tools / methodologies provided through three cycles of delivery through the EU4EG academy.

Based on the analysis the most pressing needs listed underneath were identified:

* strengthening competitiveness;
* improving productivity levels;
* supporting product innovation and diversification;
* supporting start-ups and MSMEs by identifying market opportunities;
* supporting export and access to external markets;
* promoting local products on international markets;
* supporting compliance with EU requirements;
* finding business partners from other countries;
* improving access to finance and financial services, including alternative financing instruments;
* improving entrepreneurship culture;
* improving access to technology, finance and management skills;

The needs were pinpointed and listed under the following themes and sectors of reference:

1) Innovation & ICT/digitalization

2) Entrepreneurship culture, management skills, company competitiveness & productivity

3) EU Green Deal

4) Intellectual Property Rights (IPR)

5) EU funding (specific for companies)

6) Quality and safety

7) Export and access to external markets

8) Standardization

9) Design of new products and improvement of existing ones (including electronic design)

10) Marketing, promotion and communication of products and services

11) Finance and financial services, access to funds and financial facilitation

12) Inclusive entrepreneurship

13) Tools to support BSOs' activity

14) Change management.

The same analyses also highlighted which activities and sectors are covered by BSOs already operating in the country in an attempt to valorise expertise accrued at a national and regional/local level as on one of the components in the capacity building mix.

At present, the Catalogue provides resources for BSOs for all identified themes/sectors (1 to 14), which are complemented by contributions from national organisations.

The purpose of the Catalogue and of the related capacity building programme is to provide a comprehensive set of new or upgraded BSSs which BSOs operating in target regions will be able to provide to TOs.

The chosen approach was to design a Catalogue including for each of the a.m. theme/sector one or more courses subdivided into modules and aiming to provide BSOs with capacity to deliver a new/enhanced BSS. A course typically consists of modules belonging to 3 different categories or levels (basic, intermediate, advanced) tackling different aspects and issues, although this may vary depending on the theme/sector and its complexity. A fourth additional section offered the possibility for BSOs attending the capacity development programme to benefit from customized advisory on the topics presented during the modules (dedicated technical assistance on request or help desk support) to help local BSOs tackle issues which they encounter when applying in real-life situations the newly acquired knowledge and methodologies during the capacity building, i.e. when providing support to start-ups and MSMEs implementing new or enhanced BSSs.

The Catalogue was validated by project partners and quadruple helix actors including representatives of BSOs. The Catalogue was made public through awareness raising events and other communication actions. The Catalogue is published in a dedicated platform (“EU4EG Academy”), used for all CD measures in the frame of the project.

In February 2024, the EU4EG launched a Call for Expression of Interest (EoI) for BSOs for delivery of Business Support Services (BSSs) from the Catalogue of advanced BSSs (Call ref.: EU4EG\_BSO\_3) published by the project at the EU4EG Academy. Based on the based on their application and the performed eligibility check, a short-list with qualified BSOs has been established.

In April 2024, the EU4EG launched a Call for existing MSMEs to use BSSs (Call ref.: EU4EG\_MSMEs\_4). Through this Call for Proposals (CfP), EU4EG project has identified MSMEs with growth potential established in the four target areas which are provided with non-reimbursable financial support to use BSSs provided by local BSOs. The support is exclusively used by MSMEs for business supports services from the EU4EG Catalogue of advanced services for MSMEs. Only short-listed BSOs are eligible to be engaged by the MSMEs to deliver the BSSs.

Company *<name>* applied to this Call and was selected as beneficiary.

*<Provide Short description of the Company>*

*<Provide short description of the context where the company operates as well as analysis of the needs/problems which the business support will address. Justify why there is a need for engagement of a BSO. Hint: Copy-paste relevant text from the Section 4.1. Background/Problem Analysis of the Application Form>*

Following the need to react to the above-mentioned challenges and opportunities, <*the Company*> therefore intends to hire one local Business Support Organisation (BSO) as alegal entity that will deliver the BSS(s) <*insert the title of the service(s): Digital Maturity Assessment, Business Model Design (Circular business model Canvas), Energy Efficiency Audit of industrial processes (PInE Audit Tool), Patent Prior-Art Search, Market Scenario, Product development roadmap, Other service <select from the list of optional services>.*

The assignment will contribute to the C1/ Outcome: To increase local economic activity and competitiveness in the North-East, Polog, South-West regions and Prespa area (Resen opština/municipality) of North Macedonia by improving access of start-ups and SMEs to financing and high value-added services., and the related indicators:

- Number of supported MSMEs

- Improved performance of supported companies (turnover and profit)

- Number of new products/services developed by supported MSMEs

- Number of business support services used by MSMEs from BSOs.

1. <*The Company*> **shall hire the BSO for the anticipated contract term, from <*01.06.2024*> to <*30.11.2024*>.**
2. **The BSO shall provide the following services:**

The **Overall Objective of the assignment** is to analyse the current situation in the company with regards the <*thematic area of the service(s)*> and provide recommenadtions how to overcome the gaps and/or utlise the opportunities of the company <*the Company*>.

The BSO is responsible for implementing the following tasks in close coordination with <*the Company*> and GIZ:

* Perform desk analysis of available documentation,
* Conduct on-the-spot <*interviews/ meetings/ inspections*> of the <*buildings/ equipment/ machines/ processes/ business model/ practices – select what is appropriate, if necessary amend*>,
* Perform the necessary measurements and/or collection of data,
* Analyse the collected data/ information and identify gaps/ opportunities,
* Prepare report including main conlcusions and recommendations to improve the performance of the business.

Accordingly, the concrete tasks and responsibilities are defined along the following <one/two/…> Working Package(s) (WPs):

1. **WP 1. Deliver the BSS <*insert the title of the service 1>***

* Coordinate the activities with *<the Company>* and GIZ.
* Participate at the briefing meeting with the *<the Company>* and its responsible staff to reach joint understanding about the assignment and its scope.
* Perform desk analysis of available documentation (to be provided by <*the Company*>) related to the <*thematic area of the service1*>.
* Conduct on-the-spot <*interviews/ meetings/ inspections*> of the <*buildings/ equipment/ machines/ processes/ business model/ practices – select what is appropriate, if necessary amend*>.
* Perform the necessary measurements and/or collection of data of <*define scope, i.e. size of buildings/ number of machines, etc. for EE audit; number of new markets; area and type of IPR; number of waste streams; number of new products/ services; etc.*>.
* Use the tool <*insert the name of the tool*> from the Catalogue (Annex 2) to perform the diagnostics.
* Analyse the collected data/ information and identify gaps/ opportunities.
* Conduct <*insert specific tasks related to the <thematic area of the service1*>.
* …
* Prepare draft report including main conclusions and recommendations to improve the performance of the business.
* Prepare an Action Plan (Activities, Budget, Time Frame and Responsibility) for the recommended measures.
* Participate at the debriefing meeting with the *<the Company>* and its responsible staff to discuss the results of the assignment.
* Prepare final report integrating the comments from *<the Company>* (and GIZ – optional).
* Perform all other necessary activities for successful preparation of the deliverables.

**WP 2. Deliver the BSS <*insert the title of the service 2>*** *- delete if not nedded*

* Coordinate the activities with *<the Company>* and GIZ.
* Participate at the briefing meeting with the *<the Company>* and its responsible staff to reach joint understanding about the assignment and its scope.
* Perform desk analysis of available documentation (to be provided by <*the Company*>) related to the <*thematic area of the service2*>.
* Conduct on-the-spot <*interviews/ meetings/ inspections*> of the <*buildings/ equipment/ machines/ processes/ business model/ practices – select what is appropriate, if necessary amend*>.
* Perform the necessary measurements and/or collection of data of <*define scope, i.e. size of buildings/ number of machines, etc. for EE audit; number of new markets; area and type of IPR; number of waste streams; number of new products/ services; etc.*>.
* Use the tool <*insert the name of the tool*> from the Catalogue (Annex 3) to perform the diagnostics.
* Analyse the collected data/ information and identify gaps/ opportunities.
* Conduct <*insert specific tasks related to the <thematic area of the service2*>.
* …
* Prepare draft report including main conclusions and recommendations to improve the performance of the business.
* Prepare an Action Plan (Activities, Budget, Time Frame and Responsibility) for the recommended measures.
* Participate at the debriefing meeting with the *<the Company>* and its responsible staff to discuss the results of the assignment.
* Prepare final report integrating the comments from *<the Company>* (and GIZ – optional).
* Perform all other necessary activities for successful preparation of the deliverables.

1. **The BSO shall provide the following deliverables in English language as a result of its work:**

D1: Prepared Report including main conclusions and recommendations with an Action Plan for the recommended measures to improve the performance of the business related to *<thematic area of the service1*> until <*DD.MM.2024*>.

D2: Prepared Report including main conclusions and recommendations with an Action Plan for the recommended measures to improve the performance of the business related to *<thematic area of the service2*> until <*DD.MM.2024*>.

D3: …

1. **Additional Information**

The BSO and its experts have to treat all written and oral information received during the assignment as confidential and is not allowed to disclose any information to third parties.

1. **Annexes**

Annex 1: EU4EG Catalogue of advanced services

Annex 2: Tool1 related to BSS1 (Digital Maturity Assessment, Business Model Design (Circular business model Canvas), Energy Efficiency Audit of industrial processes (PInE Audit Tool), Patent Prior-Art Search, Market Scenario, Product development roadmap, Other service <select from the list of optional services) from the Catalogue

Annex 3: Tool1 related to BSS2 (Digital Maturity Assessment, Business Model Design (Circular business model Canvas), Energy Efficiency Audit of industrial processes (PInE Audit Tool), Patent Prior-Art Search, Market Scenario, Product development roadmap, Other service <select from the list of optional services) from the Catalogue

Annex 4: CV template

# Tender requirements

The BSO is required to provide proof of evidence for fulfillment of the requirements, on the basis of his/her CV and accompanying documents.

The BSO is required to provide personnel of in total <one/two/…> staff members from the list of experts provided in their application to GIZ at the Call for Expression of Interest for provision of BSSs by BSOs (Cal ref.: EU4EG\_BSO\_3) who are suited to fill the positions described below, on the basis of their CVs, the range of tasks involved and the required qualifications.

## 1. Qualifications of proposed staff

## 1.1 Expert 1: Expert in <thematic area of the service1>

### 1.1.1 General qualifications

Education: University degree in an area relevant to the assignment (e.g. business administration, management, engineering, etc.).  
Professional experience: 5 years of experience in Private Sector Development (PSD), Business Support Services (BSSs) sector, Consulting/Advisory.

Specific professional experience:

(a) 5 years of experience in providing consulting/ advisory to MSMEs.

(b) 5 years of experience in delivery of BSSs to MSMEs related to *<thematic area of the service1*> and in particular <*insert specific requirement for the service1*> *<example for Energy Efficiency: performing energy efficiency audits, energu saving measures, renewable energy sources, etc.)>*.

### 1.1.2 Experience in the region/knowledge of the country:

* 5 years of experience in North Macedonia.

### 1.1.3 Language skills:

* Business fluency in English language.

## 1.2 Expert 2: Expert in <thematic area of the service2>

### 1.2.1 General qualifications

Education: University degree in an area relevant to the assignment (e.g. business administration, management, engineering, etc.).  
Professional experience: 5 years of experience in Private Sector Development (PSD), Business Support Services (BSSs) sector, Consulting/Advisory.

Specific professional experience:

(a) 5 years of experience in providing consulting/ advisory to MSMEs.

(b) 5 years of experience in delivery of BSSs to MSMEs related to *<thematic area of the service1*> and in particular <*insert specific requirement for the service2*> *<example for Marketing: Marketing, promotion and communication of products and services (e.g. 4Ps approach (Product, Price, Placement, Promotion); acquiring new customers/clients; market analysis and customer segmentation; preparing Marketing strategy and Marketing Plan, etc.)>*.

(c) One reference for carried out similar assignment.

1.2.2 Experience in the region/knowledge of the country:

* 5 years of experience in North Macedonia.

### 1.2.3 Language skills:

* Business fluency in English language.

The CVs of the personnel proposed must be submitted using the format provided (Annex 4.) and shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and its duration. The CVs should be submitted in English. The BSO may mobilise other support staff. However, their CVs shall not be submitted.

## 3. Specification of inputs

|  |  |  |  |
| --- | --- | --- | --- |
| **Fee days** | **Number of experts** | **Number of days per expert** | **Comments** |
| * WP1: *<copy from above>* |  |  |  |
| * WP2: *<copy from above>* |  |  |  |
| * WP3: *<copy from above>* |  |  |  |

*Calculate your financial bid*exactly *in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days. The number of days will be contractually agreed as* ***maximum amounts****. The regulations on pricing are contained in the price sheet.*

***The working time shall be documented in the respective time sheet.***

**Note**:

If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.), GIZ and the LSTC are obliged to make adjustments to their contractual services to reflect the changed circumstances on the basis of good faith; this may involve changes to the service delivery period, the services to be delivered and, if necessary, to the remuneration.

1. Start-ups are the other target organization for which specific support have been provided through regional acceleration programmes hosted by local BSOs. [↑](#footnote-ref-1)