

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

CONFIDENTIAL

Estimation of Employment Effects in the Cashew and Rice Value Chains in West Africa

**Project number:
G-011859-100**

**Tender number
10029295**

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0. List of abbreviations

BMGF – Bill & Melinda Gates Foundation

BMZ – German Federal Ministry for Economic Cooperation and Development

CA – Conservation Agriculture

CERF – Common European Framework of Reference for Languages

CF – Contract Farming

CO₂ – Carbon Dioxide

DC – Development Cooperation

ECOWAS – Economic Community of West African States

EU – European Union

EUR – Euro

FBS – Farmer Business Schools

FTE – Full-Time Equivalent

GAP – Good Agricultural Practices

GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit

ha – Hectare

MOVE – Market-oriented value chains for jobs and growth in the ECOWAS region

SRP – Sustainable Rice Production

ToR – Terms of Reference

1. Context

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and with co-funding from the Bill & Melinda Gates Foundation (BMGF) and the European Union (EU), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH implements the regional programme “Market-oriented value chains for jobs and growth in the ECOWAS region (MOVE)”.

The programme aims to improve the livelihoods of small-scale cashew and rice farmers in selected West African countries by strengthening the competitiveness of domestic value chains to meet increasing regional demand. The overall objective of the programme is that “income and employment opportunities are created along resilient, market-oriented value chains in the ECOWAS region.” MOVE is implemented over a five-year period (January 2022 – June 2027) across six countries: Burkina Faso, Côte d’Ivoire, Ghana, Nigeria, Senegal, and Sierra Leone. The programme targets approximately 150,000 producers and 115 processors, including artisanal processors.

To achieve its objectives, MOVE implements a broad range of interventions across the cashew and rice value chains. These include agricultural production trainings, business and entrepreneurship trainings, technical processing support, and organizational strengthening measures targeting producers, processors, cooperatives, and other market actors.

The promoted practices, technologies, and business approaches are expected to contribute not only to improved productivity and competitiveness, but also to increased labour demand and employment generation among supported farms, businesses, and service providers.

Objective

In line with established approaches to measuring employment effects in rural development programmes, GIZ/MOVE intends to commission a consultant to estimate the additional Full-Time Equivalent (FTE) employment generated through the adoption and application of selected trainings and capacity development measures supported by the programme.

Study Questions

The study will address the following key questions:

1. What is the total additional employment generated through selected MOVE interventions, expressed in Full-Time Equivalents (FTEs)?
2. What are the estimated additional employment effects associated with each selected training and capacity development measure?
3. To what extent have additional employment opportunities been generated for the two value chains (cashew and rice) for women and young people (aged 18–35)?

Computing Additional FTE Employment

The estimation of additional employment effects will be guided by the following general formula for farm-level interventions:

$$FTE = (Additional\ labour\ days\ per\ ha \times Number\ of\ trained\ farmers \times Adoption\ rate \times Adoption\ depth \times Average\ farm\ size) \div 225$$

Where:

- **Additional labour days per ha** = additional annual labour days required due to implementation of the promoted practice compared to previous practices;
- **Number of trained farmers** = total number of farmers trained by the project in the respective topic area;

- **Adoption rate** = percentage of trained farmers applying the promoted practice;
- **Adoption depth** = percentage of the farmer's land area on which the promoted practice is applied;
- **Average farm size (ha)** = average cultivated area of trained farmers; and
- **225** = annual labour days equivalent to one full-time job (FTE) based on GIZ reference assumptions.

For business and processing-related trainings, the methodology will need to be adapted to use suitable operational units of analysis, such as tons processed, production volumes, processing lines, factories, enterprises, or other comparable units relevant to the respective intervention area.

2. Tasks to be performed by the contractor

The contractor shall be responsible for delivering the services described in the following sections.

2.1 Scope of the Assignment

The consultant will estimate additional FTE employment generated through a selected set of trainings and capacity development measures implemented under GIZ/MOVE. The final list of trainings will be confirmed during the inception phase of the assignment. Tentatively, the estimation of FTE employment effects is expected to cover 5 interventions for cluster 1 (Agricultural Production and Farm-Level Trainings) and 4 interventions from cluster 2 (Business, Processing, and Enterprise Trainings):

Cluster 1: Agricultural Production and Farm-Level Trainings:

1. Good Agricultural Practices (GAP)
2. Farmer Business Schools (FBS)
3. Sustainable Rice Production (SRP)
4. Conservation Agriculture (CA)
5. Composting Training

Cluster 2: Business, Processing, and Enterprise Trainings:

1. Implementation of product quality standards (etc., certification)
2. Marketing and new product development
3. Cashew Apple Processing
4. Contract Farming (CF)

2.2 Methodology Development

The consultant shall develop the methodology for this assignment considering the following key aspects:

- **FTE methodology review and adaptation** (2 expert days). Review the GIZ methodology for the computation of additional FTE employment effects and adapt the methodology where necessary for business and processing-related trainings by defining suitable labour-intensity units and analytical approaches. This includes the clear definition of assumptions, analytical parameters, and appropriate procedures for validation and triangulation of labour coefficients and employment estimates.
- **Topical review of training content** (5 expert days). Become familiar with the promoted practices and training content through manuals and supporting documents provided by GIZ/MOVE. Conduct a literature review and desk study on labour implications associated with the promoted practices and training areas. For example,

Good Agricultural Practices (GAP) trainings may increase labour demand through more labour-intensive practices such as pruning, regular weeding, mulching, compost application, improved harvesting and post-harvest handling, plantation rehabilitation, and integrated pest and disease management.

- **Workshop preparation** (2 expert days). Develop workshop tools and facilitation materials required to collect, discuss, and validate information from technical experts and stakeholders through a participatory structured expert elicitation and validation process.

2.3 Data Collection and Validation

The consultant will collect and validate all relevant information required to estimate additional FTE employment effects.

Preliminary technical exchange with GIZ/MOVE (2 expert days). Prior to the workshops, the consultant shall prepare a comprehensive overview of the individual components and promoted practices associated with each training and capacity development measure that are expected to contribute to additional labour demand. In addition, preliminary assumptions regarding additional labour requirements, adoption rates, and adoption depth shall be compiled for each intervention area. These preliminary assumptions (figures) shall be shared with GIZ/MOVE prior to the workshops for review and commenting.

Expert workshops (8 expert days). During the workshops, the proposed assumptions and figures will serve as the basis for discussion and guide the technical exchange among experts. Two expert workshops are planned, both to be held in Accra, Ghana, in a conference room at the GIZ offices within the same week. Given the number and complexity of the training and capacity development measures to be discussed, each workshop is expected to last two days (e.g., Workshop 1 on Monday and Tuesday; Workshop 2 on Thursday and Friday):

- **Workshop 1:** Cluster 1 – Agricultural Production and Farm-Level Trainings
- **Workshop 2:** Cluster 2 – Business, Processing, and Enterprise Trainings

Each workshop will involve a maximum of 14 participants, including 10 technical experts and 4 GIZ/MOVE staff.

The consultant shall be responsible for organizing and coordinating the substantive and operational aspects of the workshops, including:

- preparation of workshop materials (pinboards, flip-charts, etc.)
- coordination and communication with participants;
- facilitation of the workshop sessions; and
- documentation of discussions, findings, and agreed parameters.

GIZ/MOVE will be responsible for providing the workshop venue (conference room) as well as the related conference packages, including snacks, meals, and refreshments.

Post workshop validation (1 expert day). Following the workshops, the consultant shall prepare a concise workshop report summarizing the key findings, discussions, and agreed assumptions related to additional labour requirements, adoption rates, and adoption depth across the various training and capacity development measures. The report will be shared with all workshop participants for review, commenting, and feedback. After incorporation of comments and final validation, the agreed parameters and figures will form the basis for the computation of additional FTE employment effects.

2.4 Data Analysis (2 expert days)

The analysis is intended to provide the figures to answer the above research questions and shall include:

- aggregated overall FTE estimate across GIZ/MOVE trainings/capacity development measures
- training-specific FTE estimates
- disaggregated estimates by value chain (cashew and rice) as well as by women and young people (ages 18-35)

2.5 Reporting (7 expert days)

- **Inception report.** The inception report (maximum 7 pages excluding annexes) shall be submitted one week after the inception meeting. The report shall serve as a roadmap for the assignment and outline the proposed methodology, analytical framework, workshop and validation approach, key assumptions, and implementation timeline for the data collection and analysis.
- **Workshop report.** The consultant shall prepare a concise workshop report summarizing the discussions, findings, and agreed parameters required for the computation of additional FTE employment effects, including assumptions related to additional labour requirements, adoption rates, and adoption depth. The draft workshop report shall be shared with participants after completion of the workshops. Participants will be given one additional week to provide comments and feedback. The validated final workshop report will form the basis for the computation of FTEs.
- **Final report.** The consultant shall prepare a concise final report (maximum 10 pages excluding annexes) presenting the applied methodology and assumptions, workshop and validation approach, and the key findings of the assignment, including the overall estimated FTE employment effects generated by GIZ/MOVE as well as disaggregated estimates by training area, women, and young people. The report shall further discuss key methodological limitations and assumptions and provide recommendations for future FTE measurement and reporting.
- **Communication material.** The key findings and results of the study shall be summarized in a concise 2-page communication product using visually appealing graphics and infographics. GIZ/MOVE will provide guidance on the structure and preferred format of the communication material.

2.6 Milestones

Certain milestones, as laid out in Table 1 below, are to be achieved during the contract term:

Table 1. Milestones

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting held	01.09.2026
Inception report submitted	07.09.2026
List of preliminary assumptions (figures) approved by GIZ/MOVE	18.09.2026
Two expert workshops completed	25.09.2026
Workshop report approved	02.10.2026
Analysis completed	09.10.2026
Final report + communication material submitted	16.10.2026

Period of assignment: 01 September 2026 to 28 February 2027.

Please note that all milestone deadlines must be strictly adhered to. The extended contract period includes a buffer to accommodate potential unforeseen delays.

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)** 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.

Project management of the contractor (1.6)

The tenderer is required to explain **its approach for coordination (1.6.1)** 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 (1.6.2)** 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.

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, partners and others involved in the project

- Regular reporting in accordance with deadlines

Qualifications of the team leader

- **Education/training** (2.1.1): Advanced university degree (Master/PhD) in agriculture economics, economics, quantitative social sciences (e.g., statistics, environmental sociology, demography, etc.) or a related discipline that qualifies the applicant for performing the study
- **Language** (2.1.2): C1-level (CERF) language proficiency in English
- **General professional experience** (2.1.3): 6 years of professional experience in the research/study sector
- **Specific professional experience** (2.1.4): 5 years in quantitative research of the agricultural sector
- **Regional experience** (2.1.6): 2 years of experience in projects in Africa
- **Development cooperation** (DC) experience (2.1.7): 2 years of experience in DC projects

5. Costing requirements

Assignment of personnel and travel expenses

Per diem 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 from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below. With special justification, additional Accommodation costs up to a reasonable amount 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 has undertaken an obligation 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.

CO₂ emissions caused by air travel must 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.

Table 2: Specification of inputs

Note: Please calculate your financial tender based exactly on the parameters specified below.

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	29	29	8 days in country of assignment (Ghana)
Travel expenses	Quantity	Number per expert	Total	Comments
Fixed travel budget	1	1	2.956	<p>A fixed budget of EUR 2.956 is earmarked for travel to Ghana for 8 days (6 full working days and 2 travel days). Travel expenses will be settled against evidence and cover the following costs:</p> <ul style="list-style-type: none"> - International flight (round trip) between the contractor's place of origin and Ghana - Local transportation expenses (taxi, Uber, Bolt, etc.) - Per diems as a lump sum, up to the maximum amounts permissible under tax law for each country as set out in the circular from the German Federal Ministry of Finance - Accommodation, up to 100% of those amounts, against evidence <p>Settlement is possible only until the budget is depleted.</p>
CO ₂ compensation for air travel	1	1	1	A fixed budget of EUR 140 is earmarked for settling carbon offsets against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	1.000	1.000	<p>A budget of EUR 1.000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p>

Workshop material (printouts, markers, etc.)	1	1.000	1.000	A budget of EUR 1.000 is foreseen for the procurement of workshop material, reimbursable against evidence.
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6. Inputs of GIZ or other actors

GIZ will provide the following:

- A dedicated focal point within GIZ/MOVE;
- Documents on the various trainings and capacity development approaches used by GIZ/MOVE
- Documents on the FTE computation method developed by GIZ
- Workshop venue (conference room) as well as the related conference packages, including snacks, meals, and refreshments.
- Convening of the experts to participate in the workshops
- Technical advice and feedback during the study design phase
- Review and commenting on the draft inception, workshop, and final reports within five working days of submission

7. Requirements on the format of the tender

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

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 should be structured according to assessment grid criteria (e.g. general professional experience, specific professional experience, etc.), and should 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 be submitted in English.**

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 upon as maximum limits. The specifications for pricing are defined in the price schedule.