

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

CONFIDENTIAL

Individual Consultancy for MOVE-ComCashew Task Force to develop a strategy and roadmap to future proof the cashew sector

**Project number/
cost centre:
G-011859-500

Tender number
10031046**

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0. List of abbreviations

ACA	Africa Cashew Alliance
ComCashew	Competitive Cashew initiative
CO ₂	Carbon Dioxide
CVs	Curricula Vitae
ECOWAS	Economic Community of West African States
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
MOVE	Market Oriented Value Chanis for Jobs and Growth in ECOWAS
OACPS	Organisation of Africa, Caribbean and Pacific States
RCN	Raw Cashew Nut
ToR	Terms of Reference

1. Context

1.1 Background of MOVE and EU-ComCashew

The Market Oriented Value Chains for Jobs and Growth in the ECOWAS Region (MOVE) is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the European Union (EU) under the Samoa agreement with the Organization of African, Caribbean, and Pacific States (OACPS) and by BMZ. MOVE-ComCashew operationalizes component 1 of EU's framework program for support to OACPS members' agriculture value chain development. With cashew as one of the three focal value chains, the joint action aims to increase the capacity of OACPS members' agricultural value chains to draw in capital and investment, especially in the direction of low-emission and climate-resilient practices.

MOVE is implemented in Nigeria, Ghana, Burkina Faso, Sierra Leone, Côte d'Ivoire, and Senegal with five (5) main output areas:

- Output 1: increasing the share of value added in the ECOWAS region.
- Output 2: Enhancing the viability of production systems.
- Output 3: Increasing the demand for regional products.
- Output 4: Scaling good practices in supply chain development.
- Output 5: Strengthening policy advice and public-private cooperation.

1.2 Background on the Task Force to future proof the cashew sector (task force)

The potential impact of marketplace trends on smallholders, subsistence cashew growers across Africa in a period which promises greater price volatility, surplus production, widening infrastructure deficits, and an unprecedented challenge in forecasting crops is likely to strain the resilience of farm families as never before. The impact of the failure of the sector to manage and mitigate the emerging issues may have significant consequences for cashew stakeholders.

A task force has been established to develop a broad approach and a roadmap for the sector to address the trend of fast production growth and slower consumption growth. A concept has been developed. The existing task force is made up of board members and an expert consultant. The topic is complex and the outcomes are under construction, following work carried out over the past months. A process of consultation and strategic development will be carried out, and a draft strategy and roadmap will be presented at the MOVE ComCashew board meeting in September 2026 and developed fully by February 2027.

1.3 Objectives of Assignment

The objectives of this activity are:

- a) Identify trends, threats, risks, and mitigation strategies based on consultation with stakeholders, analysis of existing research and a high-level strategic approach.
- b) Build a process to change the thinking and business culture of the cashew sector toward long term sustainable solutions.

- c) Deliver a clear set of strategy options, actions and a roadmap to achieve the strategic objectives identified based on the stakeholder consultations.

2. Tasks to be performed by the consultant

The consultant will work with the existing Task Force to:

- a) Develop coherent strategy options for the Task Force.
- b) Identify individuals from key value chain actors to form an action-oriented strategic network including farmer representatives, retailers, roasters, importers, processors, traders, government agencies, development organizations, and trade associations
- c) Consult with the identified key actors including ComCashew board members to formulate global strategy options to future proof the cashew sector.
- d) Participate in private webinars and other small group activities online to build a strategic consensus among the selected actors.
- e) Develop an outline roadmap for the task force project.
- f) Present the options to the MOVE ComCashew board meeting scheduled to take place on 14th September 2026 in Accra ahead of the African Cashew Alliance Annual Conference.
- g) Following the September board meeting, consult with wider global cashew actors to build a consensus on the way forward and complete the roadmap.
- h) Present the completed roadmap and strategy with budget, identified actors, structure and strategy by 15th February 2027.

The following deliverables should be provided in English language:

- A comprehensive concept note and outline roadmap for the task force project
- A midterm implementation report/presentation that presents detailed strategic options and roadmap resulting from the consultation process with wider global cashew actors
- A compiled database of stakeholders engaged including farmer representatives, retailers, roasters, importers, processors, traders, government agencies, development organizations, and trade associations
- A final report presenting all the results expected from the implementation of the above tasks including the completed roadmap and strategy options with budget, identified actors and structures.

Duration and Timelines

The consultancy will be carried out **over a seven-month period**, taking into consideration following major milestones to be accomplished during the contract term:

Period of assignment: from Mid of September 2026 until 28.02.2027.

Milestones/partial works	Deadline/place/person responsible
Inception Meeting	1 st week following the signature of the contract / Virtual / Consultant and MOVE-ComCashew Task Force
Identification and Consultation with industry stakeholder for	2 nd week following the signature of the contract / Virtual / Consultant in partnership with task force members and industry stakeholders

Data Collection and drafting strategic options	
Presentation of the draft of detailed strategic options and roadmap resulting from the consultation process	September 2026/ Accra / Consultant, MOVE-ComCashew Task Force and Board members
Submission of compiled database of stakeholders engaged	October 2026/ Virtual / Consultant, MOVE-ComCashew Task Force
Presentations of Final Report with the completed roadmap and strategy options	January 2027/ Dar es Salam / Consultant, MOVE-ComCashew Task Force and Board members
Submission of final report	February 2027/ Virtual / Consultant

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 should present the interaction between the relevant actors in his area of responsibility (1.2.1) and describe the strategy for establishing cooperation and then cooperating with them (1.2.2).

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

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).

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 (1.6.1).

Further requirements (1.7)

The tenderer shall describe how its existing experience and network in the cashew sector will contribute to the achievement of the tasks to be performed in chapter 2.

4. Personnel concept

Team leader (Consultant)

Role of the Consultant

- Overall responsibility for the assignment (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others task force of the project
- Stakeholder engagement and consultation/interview with identified industry actors as well as the planning and steering the assignments
- Regular reporting in accordance with deadlines
- Participation in the conferences and events for the presentation of the results

Qualifications of the Team Leader

- **Education/training** (2.1.1): university degree ('Diplom'/Master) in business sciences, trade and sale management or a related discipline that qualifies the applicant for performing the assignment background
- **Language** (2.1.2): C2-level language proficiency in English language
- **General professional experience** (2.1.3): 10 years of professional experience in agricultural nuts sector, or supply chain management that exports/import into global markets.
- **Specific professional experience** (2.1.4):
 - 10 years of relevant experience in cashew sector in Africa and globally (3/10 points),
 - 10 years of experience in trading/importing cashew kernels (4/10 points)
 - 8 years of experience in managing processing projects and investment in the cashew value chain (3/10 points)
- **Leadership/management experience** (2.1.5): 10 years of management/leadership experience as project team leader or manager in a cashew business or project
- **Regional experience** (2.1.6): 7 years of experience in projects in West and East Africa (Regions)
- **Development Cooperation (DC) experience** (2.1.7): 7 years of experience in working with DC projects
- **Other** (2.1.8): Business experience in Asian cashew producing countries (India (3/10 points), Vietnam (4/10 points), Cambodia (3/10 points)).

Soft skills of the Consultant

In addition to the specialist qualifications, the following qualifications are required of the consultant, but are not part of the evaluation:

- Team skills
- Initiative
- Effective Communication skills
- Socio-cultural skills

- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking
- Time management

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.

Specification of Inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader	1	17	17	17 days included 3 days in Accra and 2 days at World Cashew Conference in Dar es Salam
Travel expenses	Quantity	Number of days per expert	Total EUR	Comments

Per-diem allowance in country of assignment	5	1	5	for 1 expert in Ghana and Tanzania
Overnight allowance in country of assignment	5	1	5	<p>5 nights for 1 expert in Ghana and Tanzania</p> <p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Transport	Quantity	Number per expert	Total	Comments
International flights Ghana & Tanzania	2	1	2	Travel to the place of service delivery
CO ₂ compensation for air travel	4	70,00	280,00	A fixed budget of EUR 280,00 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car)	1	1	1	Travel within the country of assignment, transfer to/from airport etc.
Other travel expenses Please describe in more detail which costs will be reimbursed	2	1	2	Visa costs
Other costs	Number	Price EUR	Total EUR	Comments
Flexible remuneration	1	2.000,00	2.000,00	<p>A budget of EUR 2.000,00 is foreseen for flexible remuneration and already included in the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p>

6. Inputs of GIZ

GIZ will make the following input:

- Providing the consultant with all the available documents.
- Carry out backstopping and assessment activities.
- Reviewing draft and final reports and providing feedback to the consultant.
- Approving the finalized report.

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 can 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. The specifications for pricing are defined in the price schedule.