

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

[CONFIDENTIALITY]

Consultancy for Process optimization, Access to Finance, Business Development Services for Matching Grand Fund partners.	Project number/ cost centre: G-011859-500
	Tender number 10027950

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0. List of abbreviations

ToRs	Terms of reference
BMGF	Bill and Melinda Gates Foundation
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CARI	Competitive African Rice Initiative
ComCashew	Competitive Cashew Initiative
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
MOVE	Market-oriented value chains for jobs and growth in the ECOWAS region
ABF	Agri-Business Facility
ECOWAS	Economic Community of West African States
EU	European Union
OACPS	Organization of African, Caribbean and Pacific States
MGF	Matching Grant Fund

1. Context

Background of MOVE Project

The Market-Oriented Value Chains for Jobs and Growth in the ECOWAS region (MOVE) project focuses on building resilient cashew and rice value chains to contribute to the creation of jobs and income in West Africa, with ECOWAS as its main political partner. The project is mainly funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), with co-funding from the European Union, the Secretariat of the Organization of African, Caribbean and Pacific States (OACPS) and the Bill & Melinda Gates Foundation and implemented jointly with numerous private and public partners.

MOVE is implemented in Ghana, Burkina Faso, Côte d'Ivoire, Nigeria, Sierra Leone, and Senegal, and represents the merger of two previously well-established regional projects: The Competitive Cashew Initiative (ComCashew) and the Competitive African Rice Initiative (CARI). Both respective brands (CARI and ComCashew) are kept under the umbrella of the MOVE project. MOVE has 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.

Background of Business Support Facility for Resilient Agriculture Value Chains

The Business Support Facility for Resilient Agriculture Value Chains, a Joint Action co-financed by the European Union (EU) under the Samoa agreement with the Secretariat of the Organization of African, Caribbean and Pacific States (OACPS) and by the German Federal Ministry for Economic Cooperation and Development (BMZ), and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH with the aim to develop and enhance the capacities of actors along OACPS members' agricultural value chains to attract finance and investment, in particular towards low-emissions and climate-resilient practices and value chains with a focus on "building bankable projects for investment on the agriculture value chain through targeted capacity building". Agri-Business Facility (ABF) and the Market Oriented Value Chains for Jobs and Growth in the ECOWAS Region (MOVE) are the two GIZ projects working towards the realisation of the main objective. ABF and MOVE/ ComCashew are mandated to work in the 79 African, Caribbean, and Pacific member states with ABF focusing on cocoa, maize, and livestock (sheep, goat, cattle) value chains whereas MOVE/ ComCashew focusing on the cashew value chain.

Output 1: To improve successful agribusiness training approaches and tools, scaling through self-paced e-learning and blended learning (online and face-to-face formats) for cost-effective capacity development in large scale.

Output 2: To select bankable projects and support the resilience of the private sector through Matching Grant Funds.

Output 3: To promote policy dialogue and South-South cooperation.

As part of MOVE's initiatives to drive Investment Readiness of companies, Business Development services (BDS) are targeted as a key approach to reaching a sustainable goal. Tailor-made and structured interventions with the support of experienced consultants will go a long way to put partners in a better place towards approaching financial institutions/ investors.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services under Business Development Services:

Task1: Conduct a needs assessment.

- Engage 3 selected MGF companies and conduct a needs assessment
- Define scope and develop a detailed work plan which proposes practical steps, timelines and responsibilities to address the identified needs.

Task 2: Provide tailored advisory services/ technical support to each company depending on identified needs. This may include (but not limited to) areas like Financial Management & Access to Finance, Certification & Compliance, Business expansion. etc

Task 3: Design and implement capacity building framework for all companies in the areas of financial management, business plan, among others.

Task 4: progress monitoring

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

Milestones/process steps/partial services	Deadline/place/person responsible	Criteria for Acceptance
Kick off/ Inception meeting with MGF partner	Week 1/ Online/GIZ	Participation of consultant
Develop a detailed workplan	Week 2/Consultant	Draft Workplan
Conduct a needs assessment of companies	Week 3/MGF Partner/Consultant	Report
Engage management on key area identified in the needs assessment	Week 4/ MGF Partner/ Consultant	Presentation
Advisory services to each company depending on identified priority needs	Consultant	Report
Capacity building in the areas of identified needs	Consultant/MGF partner	Report
Progress monitoring, Final report writing and submission	Consultant	Report

Period of assignment: from **26 August 2026** until **31 December 2026**.

3. Concept

To achieve the objectives, the Consultant and the processing companies will have to work together to achieve the best results for the company by ensuring the agreed working format and schedule are followed. Carefully defined roles of each party will facilitate this process. Both parties must ensure good and timely communication and updates. The consultant will have access to the required company documents, including Financials and other related ones needed for a facilitated task execution.

It will therefore be advisable to have a formal agreement, such as a Memorandum of Understanding (MoU) signed to affirm the roles and expectations of both parties. Since both parties are working together towards the same objectives, transparency shall be a must in all undertakings.

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 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.

4. Personnel concept

4.1 Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring effective communication with GIZ, partners and others involved in the project.
- Conduct needs assessment to understand priority needs of selected MGF partners. This includes having first-hand information about the status of operations/set up of the company
- Develop a detailed action plan which proposes practical steps, timelines and responsibilities to address the identified needs.
- Providing technical/advisory assistance and assess key measures relevant for accessing finance.
- Development or refinement of business models/plans where necessary.
- Development of bankable documents where necessary (business plans, loan applications, financial statements).
- Assess current business performance, investment readiness and business scalability and provide realistic measures towards accessing funds.
- Assess operational capacity (production, staffing, infrastructure).
- Identify risks and develop mitigation strategies.
- Develop or strengthen internal systems, policies, and procedures to meet certification standards where necessary.
- Auditing of facilities in preparedness for certification where applicable.

- Support creation of required documentation (SOPs, records, traceability systems, quality manuals) where necessary.
- Train staff on producers, or stakeholders on certification requirements and compliance processes.
- Build capacity in quality control, traceability, health and safety, and environmental standards where necessary.
- Put in place traceability for improved market access.
- Organization of BDS Master class for processors.
- Regular reporting in accordance with deadlines
- Promote awareness of regulatory and certification obligations.
- Support with any other core BDS instruments or technical support which might be relevant but not extensively listed above

Qualifications of the team leader

- Education/training (2.1.1): A master's in business administration, International Economics and Business, Food processing, Business Administration, Business Management, or any related field.
- Language (2.1.2): C1-level language proficiency in both English and French
- General professional experience (2.1.3): Seven (7) years of professional experience in the Cashew sector.
- Specific professional experience (2.1.4): Ten (10) years in leadership and team development competences, strategic and financial expertise.
- Leadership/management experience (2.1.5): Two (2) years leadership experience in supporting one (1) Agro-processing business in achieving GFSI certification (BRC, ISO 22000, IFS, SQF, FSSC 22000) or two (2) years leadership experience in a GFSI certified cashew factory.
- Regional experience (2.1.6): five (5) years' experience working in African Countries, especially in one MOVE intervention country (Burkina Faso, Cote d'Ivoire, Ghana, Nigeria, Sierra Leone, Senegal) and two years' experience working in Eastern Africa.
- Development cooperation (DC) experience (2.1.7): Two (2) years of experience in DC projects

4.2 Key expert 1

Tasks of key expert 1

- Support the team leader to develop a detailed work plan on management engagement, interviews and strategies to support processors.
- Support development or refinement of business models/plans where necessary.
- Support development of bankable documents where necessary (business plans, loan applications, financial statements).
- Conduct interviews and support in implementation of developed strategies for mitigation of challenges.
- Strong Participation in development of mitigation strategies
- Business and management support services

- Periodic reporting communication with GIZ in accordance with deadlines.

Qualifications of key expert 1

- Education/training (2.2.1): A master's in business administration, International Economics and Business, Business Administration, or any related field.
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): Seven (7) years working experience in the cashew sector.
- Specific professional experience (2.2.4): Seven (7) years' experience in Organisational performance, leadership, processing optimisation and business intelligence.
- Leadership/management experience (2.2.5): Five (5) years' experience in leadership roles.
- Regional experience (2.2.6): five (5) years' experience working in African Countries, especially in one MOVE intervention country (Burkina Faso, Cote d'Ivoire, Ghana, Nigeria, Sierra Leone, Senegal).
- Development Cooperation (DC) experience (2.2.7): Have two (2) years working experience in a DC.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Other (2.6.7):

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

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 costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport 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
Designation of TL	1	50	50	75 working days in total for the 3 MGF partner companies (up to 25 days per company) For each of the 3 companies expected to be supported under this contract, each company is assigned maximum 25 consultancy days. This means depending on the needs identified, it could be less (hence the reason for using 'up to') Please note: In the price bid, don't change the number of expert-days for Team leader (50) and key expert one (25). This will lead to exclusion of the bid.
Designation key expert	1	25	25	
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	20	1	20	Up to 20 days for both countries. Travel per country depends on the specific needs after assessment A fixed budget of EUR 1,040 is earmarked for settling per diem

				allowances in country of assignment
Overnight allowance in country of assignment	20	1	20	Up to 20 days for both countries. Travel per country depends on the specific needs after assessment A fixed budget of EUR 4,340 is earmarked for settling Overnight allowance in country of assignment
Transport	Quantity	Number per expert	Total	Comments
International flights	4	1	4	Travel per country depends on the specific needs after assessment
Domestic flights	4	1	4	Flights within the country of assignment during service delivery
CO ₂ compensation for air travel	8	70	560	A fixed budget of EUR 560 is earmarked for settling carbon offsets against evidence.
Travel expenses (train, car) • •	1	320	320	A fixed budget of EUR 320 is earmarked for local travel expenses incurred in the 2 countries. This will be reimbursed against evidence.
Other travel expenses	4	1	4	A fixed budget of EUR 1,040 is earmarked for Visa costs: Nigeria ×2 and Kenya ×2. This will be reimbursed against evidence..
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	1,000	1,000	A budget of EUR 1,000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.

6. 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.