

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title: Strengthening Rural Value Chains	Processing number/cost centre: G-012510-008
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Subject of the tender procedure: Pool of experts for implementation of inclusive Contract Farming (iCF) schemes	Tender number: 10013553

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0. List of abbreviations

AfCFTA	African Continental Free Trade Area.
ASTGS	Agriculture Sector Transformation Growth Strategy
AU CAADP	African Union Comprehensive Africa Agriculture Development Programme
BDS	Business Development Support
BETA	Bottom-Up Economic Transformation Agenda
BMZ	German Federal Ministry for Economic Cooperation and Development
BRC	British Retail Consortium
CEHA	COMESA-EAC Horticulture Accelerator
DC	Development Cooperation
EAC-ARDP	East African Community Agricultural and Rural Development Policy
EU	European Union
FDA	US Food and Drug Administration
GIZ	Gesellschaft für Internationale Zusammenarbeit
GlobalG.A.P	Global Good Agricultural Practice GTC General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH iCF inclusive Contract Farming
IHEA	Innovating Horticulture in Eastern Africa
KNBS	Kenya National Bureau of Statistics
KOMP	Cost per output monitoring and forecast
MoALD	Ministry of Agriculture and Livestock Development
MRLs	Maximum Residue Limits
MSME	Micro, Small and Medium Enterprise
SDG	Sustainable Development Goals
SSP	Small Scale Producers
ToRs	Terms of reference
VCs	Value chain(s)

1. Context

Project	Strengthening Rural Value Chains – Innovating Horticulture in Eastern Africa
Core topic	Transformation of Agri-Food Systems Action field: Agriculture
Core problem	The horticulture (fruits and vegetables) sector in Eastern Africa faces several interlinked challenges undermining the sector's competitiveness and trade.
Module objective	Development of a robust and competitive horticulture sector that drives job creation, income growth and improved nutrition across the COMESA and EAC regions through contributions to the implementation of Ethiopia National Horticulture Strategy (ENHS) and the Kenya and Uganda CEHA National Chapters.
Target group	Target group: Small Scale Producers, horticulture businesses and owners, horticulture umbrella and sector associations. Intermediaries: regional bodies, national government and local administration, other private sector as providers of agricultural and business-related services.
Political partner	Ethiopia: Ministry of Agriculture (MoA) Kenya: Ministry of Agriculture and Livestock Development (MoALD) Uganda: Ministry of Agriculture, Animal Industry and Fisheries
Key outputs	(1) Implementation of inclusive Contract Farming (iCF) schemes, (2) Support to private sector-led business associations
Project duration	12/2025 to 12/2028 (3 years)

Initial situation in the area of intervention: Eastern Africa's horticulture sector in Ethiopia, Kenya, and Uganda benefits from favorable climates, fertile soils, and reliable water resources, yet remains underutilized relative to its potential and current contribution to GDP. Policy momentum is strong: regional and national strategies and platforms—including the EAC Fruits and Vegetable Strategy 2021–2031, COMESA's ACTESA, and the COMESA–EAC Horticulture Accelerator (CEHA) with national chapters—aim to expand exports, create jobs, raise farmer incomes, improve nutrition, and boost intra-African trade. Despite this, several cross-cutting bottlenecks persist. Compliance with international quality and food-safety standards such as Global G.A.P., phytosanitary requirements, and—specifically in Kenya—KS1758 remains uneven, limiting access to premium markets. Smallholders and MSMEs struggle to access affordable finance, quality inputs, irrigation technologies, and extension services. Cold-chain, storage, and transport infrastructure are insufficient, driving high post-harvest losses, while fragmented supply chains and high transport costs further

constrain competitiveness. Weak or fragmented producer organizations reduce aggregation, traceability, and bargaining power. Adoption of digital solutions and climate-smart practices is still limited, and regulatory complexity, institutional capacity gaps, and inconsistent enforcement create uncertainty for private investment; this is particularly visible where functions are devolved, as in Kenya, but is relevant across implementing institutions. Trade policy-related barriers and fragmented standards also hinder regional trade, even as AfCFTA opens new opportunities. A common pathway across the three countries involves strengthening producer institutions, expanding access to finance, upgrading post-harvest and logistics systems, harmonizing and complying with standards, and accelerating climate-smart, tech-enabled production models. CEHA provides a mechanism to align national priorities with regional frameworks and improve value-chain integration.

In **Ethiopia**, agriculture contributes approximately 35–40% of GDP, employs over 65% of the labor force, and accounts for more than 70% of export earnings. Horticulture is a dynamic, high-potential sub-sector supporting export diversification, foreign exchange generation, and job creation, particularly for women and youth. Ethiopia's comparative advantages include diverse agro-ecological zones, expanding irrigation potential, and proximity to Middle Eastern and European markets. Smallholders and MSMEs dominate production for both domestic and export value chains, employing hundreds of thousands along production, aggregation, logistics, and processing. The policy framework is robust: the Ten-Year Perspective Development Plan (2021–2030), the Agricultural Development Policy and Investment Framework (ADPIF), and the National Horticulture Development Strategy emphasize commercialization, productivity, private-sector engagement, improved access to inputs and irrigation, extension, post-harvest handling, and international standards. Ethiopia also aligns with CAADP/Malabo and AfCFTA and engages with CEHA to promote harmonized standards and regional integration. Within this landscape, the Ethiopia CEHA National Chapter aligns national strategies, strengthens multi-stakeholder coordination, and connects national efforts to regional frameworks. Key constraints include limited access to quality inputs, extension services, irrigation technologies, and affordable finance; weak compliance with international standards; insufficient cold-chain, storage, and logistics; fragmented producer organizations; low adoption of digital and climate-smart practices; and regulatory complexity and uneven enforcement that deter private investment. Addressing these would unlock value addition, regional integration, and export growth.

In **Kenya**, agriculture contributes roughly 32% to GDP, employs more than 40% of the total population and over 70% in rural areas, and generates about 65% of export earnings. Horticulture accounts for about a third of agricultural output. In 2023, fruits and vegetables exports reached KES 46.1 billion, comprising approximately 52% of total horticultural exports. MSMEs play central roles in supplying these exports and account for 80% of domestic food production, with nearly 7 million people employed in the sector and women making up around 70% of the labor force. Agriculture is fully devolved to county governments, enabling localized decision-making but contributing to inconsistent enforcement. The policy environment includes Kenya Vision 2030, the Agricultural Sector Transformation and Growth Strategy (ASTGS 2019–2029), and the Bottom-Up Economic Transformation Agenda (BETA, 2022–2027), which prioritizes potatoes, avocados, and onions. Commodity-specific frameworks—such as the National Potato Strategy, the National Avocado Strategy, and the Kenya National Horticulture Policy—support standards, productivity, and market integration. Regionally, Kenya aligns with CAADP/Malabo, the EAC Agricultural and Rural Development Policy, CEHA, and AfCFTA. The Kenya CEHA National Chapter serves to align national strategies, reinforce multi-stakeholder coordination, and connect policies to regional frameworks to ensure competitiveness and market readiness.

Constraints mirror the regional picture: limited access to inputs, services, and affordable finance; gaps in compliance with GlobalG.A.P. and KS1758; inadequate cold chain and transport; fragmented producer organizations; insufficient adoption of digital innovations and climate-smart technologies; and policy/regulatory gaps with inconsistent enforcement across counties and inter-regional blocks. Tackling these would open higher-value markets, strengthen regional integration, and improve Kenya's regional and global trade position.

In **Uganda**, agriculture accounts for about 26.5% of GDP in FY 2024/25 and 36% of export earnings, employing a large share of the workforce across forestry, production, processing, value addition, livestock, and fishing (around 65%), with higher female participation (70%) compared to males (58%). Horticulture, particularly fresh fruits and vegetables, is a major driver of recent momentum. Export earnings from horticulture increased from USD 32.1 million in 2015 to USD 80.9 million in 2024, a 152% rise. In 2023, exports to the EU—60% of total horticultural shipments—reached 58 million euros (approximately USD 64 million). The number of exporters expanded from 67 in 2019 to 250 in 2022, reflecting enhanced sanitary and phytosanitary compliance, a reduction in interceptions by over 90% for products such as capsicum, and diversification into premium lower-risk crops like avocados. Key destinations include the EU, UK, and Middle East, with regional markets—Kenya, Rwanda, and South Sudan—growing in importance. Growth drivers include improved post-harvest handling and cold chain, farmer training in Good Agricultural Practices, better access to quality seedlings, and support for certification, with MAAIF, the Uganda Export Promotion Board, and NARO playing central roles in aligning producers with global standards. The sector employs hundreds of thousands directly and supports millions indirectly via value chains and rural cottage industries. Persistent challenges include inconsistent quality control in some areas, subpar packaging and branding that limit competitiveness in premium markets, high costs of credit and limited access to affordable finance, and weak farmer organization. Nonetheless, rising global demand—particularly for organic produce—underpins optimism. Stakeholders call for continued investment in logistics, certification support, irrigation systems, and rural infrastructure, alongside sustained public–private collaboration, to consolidate gains and position the sector as a major foreign exchange earner.

Objectives, target group, impact hypotheses and indicators

Module objective: Development of a robust and competitive horticulture sector that drives job creation, income growth and improved nutrition across the COMESA and EAC regions through contributions to the implementation of Ethiopia National Horticulture Strategy (ENHS) and the Kenya and Uganda CEHA National Chapters.

The target group for the project comprises small-scale producers—particularly women and youth (aged 18–35 years)— business owners, industry associations, producer associations and cooperatives operating within the horticulture sector in Ethiopia, Kenya, and Uganda. These enterprises are engaged in production, aggregation, value addition, exports, and domestic market supply. Special emphasis is placed on businesses with high growth potential in export and structured markets, while addressing systemic barriers faced by women and youth, including limited access to finance, markets, technical skills, and productive resources.

The sector associations targeted under the project refer to formal or semi-formal membership-based organizations that represent actors within the horticulture sector, such as exporter associations, trader networks, and agribusiness platforms. Their role within the project is to serve as critical intermediaries for coordination, advocacy, and service delivery to their

members. The project will engage these associations to strengthen their institutional capacity to provide market information, facilitate aggregation and collective marketing, support compliance with quality and export standards, and advocate for an enabling policy and regulatory environment

The project's **intermediaries** are private sector in service provision such as finance, insurance, technology and innovation, and companies that support climate resilience of farmers and agri-enterprises (e.g. through the commercial production of seedlings adapted to climate change) or companies that promote organic farming (e.g. through soil-conserving mechanization services

Political partner is the Ministry of Agriculture in Ethiopia, the national Ministry of Agriculture and Livestock Development (MoALD) in Kenya and the Ministry of Agriculture, Animal Industry and Fisheries in Uganda.

The local institutions of the political partner with which the project works closely differ in the countries of implementation. In Ethiopia, these are the regional Bureaus of Agriculture and by extension, the *woreda* (district) offices of Agriculture. In Kenya, these are the County governments, and in particular the Departments of Agriculture of the relevant target counties which is responsible for steering the agricultural sector's growth, productivity, and sustainability to ensure food and nutrition security, rural livelihoods, and economic development. Its role is foundational because agriculture is a key pillar of Kenya's economy and rural employment. Intersections are expected with the ministry of trade and industry which plays a central role in driving market access, trade, export development, e-commerce promotion, and fair-trade practices.

In Uganda, District local Governments, National Research Organizations, zonal research organizations with technical skills and a responsibility to support the work of MAAIF, provide oversight, capacity building, coordination of value chain research and implementation activities. The roles are embedded in the knowledge that more than 70% of producers are small scale.

Impact assumptions

The impact assumptions of the project are based on the fact that the development of a robust and competitive horticulture sector is realised through measures that address macro, meso and micro level constraints, translating to improved competitiveness and into long-term job creation, income growth, and improved nutrition outcomes. **Output 1** aims to promote inclusive business models through inclusive Contract Farming (iCF) schemes. This pillar incorporates the professionalization of small-scale producers (SSPs) through **inclusive Contract Farming** (iCF) and integrating them into sustainable local, regional and international markets through strengthening off takers and promoting 'mother' contracts. At the core is the improvement of inputs, advisory, financial services and markets through investor readiness both for off takers and SSPs. Investor readiness is achieved with either one or a combination of the following depending on the growth stage of the enterprise - business model strengthening, support to governance systems, operational efficiencies and internal controls aimed at improving credit

worthiness and further acquiring of finance for business growth and expansion. This two-pronged approach (inclusive contract farming and investor readiness) ensures SSPs gain market access while contracting enterprises secure financing and build sustainable, scalable operations. Business development support strengthens agribusiness' internal systems, inclusivity, and resilience. Domestic, regional and international markets are developed to diversify opportunities, stabilize farmer incomes, and reduce vulnerability to market volatility. Under **Output 2**, the project aims to enhance key market institutions. This pillar encompasses support to the ENHS and CEHA Kenya and Uganda Chapters and their member industry associations. This is implemented through enhancing policy advice to improve the business environment by reinforcing their governance and their members' capacity to influence policy change. Institutional capacity is strengthened to enhance their ability to effectively represent the (sub-) sector and provide relevant support to their members. Together, these two levers tackle both **micro-level barriers** (access to inputs, markets, and finance) and **meso-level systemic gaps** (weak industry coordination and service delivery), positioning the project to deliver durable competitiveness and inclusion outcomes across the fruit and vegetable value chains.

Inclusive contract farming is a market-based business relationship between agribusinesses and smallholder producers in which contractual arrangements provide equitable access to markets, inputs, services, and knowledge, while ensuring a balanced distribution of risks, responsibilities, opportunities, and benefits. The model is commercially viable, scalable, and designed to generate both business growth and socio-economic inclusion.

Investor readiness refers to the capacity of an enterprise to attract and absorb external investment by demonstrating sound governance, financial management, market viability, growth potential, and compliance with investor due diligence requirements. Investor readiness support is a combination of business diagnostics and investment matchmaking: helping agribusinesses identify weaknesses, strengthen their operations, prepare investment documentation, and engage effectively with investors and financial institutions.

Methodological design of the project

Strategy: The Innovating Horticulture in Eastern Africa (IHEA) initiative supported by the *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) GmbH (German Development Cooperation) commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-funded by the Gates Foundation, aims to strengthen the competitiveness, inclusivity, and sustainability of horticultural value chains across Eastern Africa particularly Ethiopia, Kenya and Uganda.

The initiative will pursue a dual strategy anchored on two mutually reinforcing pillars: the scaling of inclusive Contract Farming (iCF) schemes and the strengthening of key market institutions. This approach is designed to accelerate inclusive agricultural transformation while aligning closely with country priorities in Ethiopia, Kenya and Uganda. By focusing on commercially viable, farmer-centered delivery models and stronger sector coordination, the strategy seeks to drive sustained improvements in productivity, income, resilience, and market participation for small-scale producers (SSPs), with deliberate emphasis on women and youth.

At the core of the strategy is the implementation of iCF schemes that position SSPs as central economic actors within horticultural value chains. Through structured partnerships with agribusinesses and off-takers, SSPs will gain reliable access to markets, quality inputs, extension services, and innovations such as post-harvest technologies, cold storage, and solar-powered irrigation. This model not only improves productivity and income but also reduces risk exposure by providing more predictable market arrangements. The strategy intentionally prioritizes women's inclusion, recognizing that improved access to contracts, services, and assets can significantly enhance their economic empowerment and contribution to household nutrition and wellbeing.

To ensure reliable and robust 'mother' contracts, market development is addressed at 3 levels: direct enterprise investor readiness support which includes market viable and scalable linkages, helping the business to adapt to market changes and scale operations smoothly; leverage on GIZ networks with international buyers through the import promotion desk (IPD) and other platforms; market identification and entry through sector associations. Market development is adapted based on the specificities of the target market (domestic/local, regional, international). Additionally, relevant the policy environment will be enabled to strengthen Sector associations for business and innovations such as digital advisory services, financial services, quality assurance/traceability systems, certification schemes, etc.

The intervention's transformational ambition is to generate successful pilot models that can be replicated across Eastern Africa, contributing to CEHA's broader vision of climate-smart horticulture value chains as major drivers of income growth, inclusive job creation, and improved nutrition. To achieve this, alignment is prioritized with the most credible and strategic national and regional platforms in each country, ensuring that the intervention reinforces existing policy frameworks, strengthens ownership, and accelerates impact rather than creating parallel structures. This approach anchors the project within nationally endorsed strategies and sector coordination mechanisms, increasing the likelihood that successful models will be scaled and sustained beyond the life of the intervention.

In Ethiopia, the intervention will be guided by the Ethiopia National Horticulture Strategy (ENHS), which offers the strongest nationally owned framework and aligns with government, private sector, and donor priorities, particularly in the Southern Corridor where GIZ and the Gates Foundation have jointly agreed to focus. In Kenya, the strategy will prioritize engagement with the CEHA Kenya National Chapter as a high-leverage platform that bridges national policy priorities with regional integration and market competitiveness. In Uganda, where a comprehensive national horticulture strategy is not yet in place, the CEHA Uganda National Chapter provides the most relevant entry point, with the intervention contributing to the development of its roadmap while aligning with emerging priorities. Collectively, this platform-aligned approach strengthens sector coordination, maximizes strategic coherence, and creates a foundation for scalable impact across the three countries.

The project's Theory of change (ToC) – intermediate outcome, outcome and impact-level - can be summarized as follows:

IF selected agribusinesses in F&V value chains expand into high-value domestic and export markets and sign “mother contracts” and strengthen their investor readiness; AND new or improved inputs, services, technologies, and production methods are developed and made available to SSPs through iCF schemes; AND support roadmaps addressing the main bottlenecks of private sector F&V associations in terms of governance, advocacy capacity and support services to members are implemented;

THEN inclusive contract farming (iCF) schemes targeting domestic and export markets and tailored to each country context will be launched, providing SSPs — particularly women — with improved access to inputs, services, technologies, production methods, and markets; AND private sector F&V sector associations can deliver high-quality services to their members, while representing and advancing private sector interests at national and regional levels;

THEREBY development of a robust and competitive sector that drives job creation, income growth and improved nutrition in the COMESA and EAC region, through contributions to the ENHS and the CEHA Kenya and Uganda National Chapters.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services must be specified in the ‘Special terms and conditions of contract’. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The tasks require close cooperation with the GIZ project teams in Kenya, Ethiopia and Uganda, as well as with other relevant actors.

The intended **overall project outcome** is to contribute to the achievement of the Ethiopia National Horticulture Strategy (ENHS), and the Kenya and Uganda CEHA National Chapters, by piloting inclusive business models and key market institutions' strengthening activities that could be replicated at the regional level.

To achieve these overarching goals, the project has two main intended Primary Outcomes, which it will seek to achieve within the timeframe of the grant:

Primary Outcome 1: iCF schemes—targeting both domestic and export markets and tailored to the specific needs of the Kenyan, Ethiopian, and Ugandan contexts—are designed and launched by supported agribusinesses within targeted clusters. These schemes provide SSPs, particularly women, with improved access to inputs, services, technologies, innovative production methods, and markets, enabling them to increase the volume of products marketed. Lessons learned from the design and implementation of these schemes are shared publicly to

promote replication and scaling of the models within the targeted countries and across other COMESA member states

Primary Outcome 1 indicators:

- At least **10 iCF schemes** have been designed, signed by agribusinesses and officially implemented (i.e. some farmers are onboarded and benefit from the schemes) across all three countries
- At least **two value chains** (including avocado), on which new iCF schemes have been developed
- At least **10,000 farmers** are onboarded on the iCF schemes designed during the project, and among them at least **30% women**
- **+20% increase of the volumes of marketed produce** by SSPs onboarded on iCF since the project start (baseline)
- There is **emerging field research evidence on the impact of iCF schemes on SSPs**, for example in areas such as reduced post-harvest losses, enhanced farmers' knowledge, improved productivity, or increased revenues

The indicators under Primary Outcome 1 shall be achieved through the following activity groups:

- A. High-potential agribusinesses are identified and selected for iCF schemes, their investment readiness is assessed, and tailored support roadmaps to help them sign “mother contracts” and improve their investor readiness are developed) and
- B. development of services, innovations, etc. to be included as part of the iCF schemes so SSPs can access them.

Primary Outcome 2 – implemented by GIZ team and not in the responsibility of the contractor: Private sector fruits and vegetables (F&V) sector associations are strengthened so they have the capacity sector to represent and advance private sector interests in horticulture-related strategies and policies at the national and regional level, and to support their members with high-quality, relevant services

Primary Outcome 2:

- At least **4 new policies, regulations, strategies or roadmaps** adopted and officially signed and published by the relevant Government/ Regional organization
- **60% of members** of GIZ-supported private sector associations rate their overall **satisfaction with the capacity of their association to represent and advocate for them** at 4 or above on a 1–5 scale (1 = not satisfied at all; 5 = very satisfied); at least 40% of female members rate their satisfaction at 4 or above
- **60% of members** of GIZ-supported private sector associations rate their overall satisfaction with the number, type, and quality of services provided by their associations at 4 or above on a 1–5 scale (1 = not satisfied at all; 5 = very satisfied); at least **40% of female members** rate their satisfaction at 4 or above

The indicators under Primary Outcome 2 shall be achieved through the following activity groups:

- C.** Private sector–led sector associations are identified, their institutional and advocacy capacity strengthened, and they are supported in developing demand-driven services (e.g., new training programs, local certification schemes, or sector-specific digital advisory services) to enhance their ability to effectively represent their (sub-)sector, achieve policy change and provide relevant support to their members.

The contractor is responsible to contribute to primary outcome 1 of the project **by providing specialized expertise for implementation of inclusive Contract Farming (iCF) schemes.**

The contractor is mandated to provide services in line with group A and group B activities directly contributing to primary outcome 1. Special linkages are foreseen with group C activities for example support to agribusiness enterprises which are part of the sector associations.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones through one-on-one advisory support for 10 agribusinesses (5 in Kenya, 3 in Ethiopia, 2 in Uganda) along the following business growth areas:

Technical business development support

- Business development needs assessment
- Establishment of goals and monitoring of project milestones
- Assessment report on identified redundancies and bottlenecks towards enterprise competitiveness
- One-on-one business coaching: Input and output market research and evaluation, linkages to markets, technical support to out-grower schemes and competitiveness within the supply and output markets
- Analysis of sustainability and climate-related (adaptation/mitigation) business aspects and green jobs

Business health and investor readiness

- Assessment of the internal management systems of enterprises to identify gaps for capacity building
- Review of current and planned future products/services with emphasis on innovation, quality and standards
- Risk analysis and management plan
- Support to tax and legal compliance as well as financial control systems
- Human Resources Development (HRD) Plan and Employment conditions
- Development of (inclusive) business and strategic plans, financials, pitch decks

Market-oriented digital business transformation and climate adaptive strategies

- Market positioning and sustainable linkages with domestic and foreign markets
- Review of digital readiness and potential transformation

- Strategy development and capacity building for the use of ICT in business operations including quality assurance and traceability
- Support enterprises in their capacity to adapt to climate change.
- Food safety and Quality measures

Linkages to finance

- Scouting and linking to suitable financial intermediaries for financing including but not limited to patient capital, blended financing, value chain financing and green finance (Government Financing schemes, Private investors, grants, flexible loan products)
- Business coaching on presentation of value proposition and investor pitching
- Supporting financial institutions in developing and customizing financial products for iCF sustainability

Optional advanced support measures, if agreed on **between consultant(s) and the enterprise bilaterally**, shall be offered on a commissioning basis (percentage to be determined in consultation with the contractor and **need not factored in the bid financial offer**).

- Structuring key departments and developing relevant standard operating procedures
- Human capital development
- Regular business audits
- Market studies and financial modelling
- Support in establishment of the company board of directors
- Link enterprises to private equity investors and facilitate negotiation

Work package 1: Agribusiness Onboarding & Strategy Development

The contractor shall, in consultation with the project team, develop a comprehensive enterprise selection criterion (including detailed risk assessment for implementation) that will be the basis used to select the enterprises to participate in the programme. This will be informed by sector and market assessments conducted across the three countries, which will have identified key production and processing clusters and defined the geographic focus areas for intervention.

The contractor shall prepare and conduct an onboarding session for the 10 selected enterprises that shall entail providing in-depth information on the programme, levelling of expectations, signing of commitments by entrepreneurs and any other preliminary disclosures and requirements. Signing of non-disclosure agreements with the 10 selected enterprises shall be a pre-requisite to engagement.

The contractor shall support each entrepreneur, to carry out a diagnostic assessment of their enterprises with a view of determining the status of the following among many others: Compliance to statutory requirements, Internal process optimization levels, internal and external stakeholder relations, market access, input supply/procurement systems, financial status and needs, infrastructural needs etc.

The contractor shall utilize an appropriate diagnostic methodology and tools that will be adapted to the specific nature of enterprises in the different country contexts. The contractor shall then prepare a detailed diagnostic report on the findings, which shall form the basis for subsequent interventions (support roadmaps).

The contractor shall, based on the diagnostic report, engage each enterprise in a process to identify and prioritize the key areas/ailments that need to be urgently addressed in order to enhance the enterprise. The contractor shall then support each entrepreneur in developing an enterprise-specific business reform strategy that will describe the key ailments that need to be addressed and a roadmap detailing how they will be addressed. The business reform strategy shall be approved and signed by both the contractor and each enterprise.

Milestones for work package 1	Delivery period
Conduct Inception meeting & submit Brief Inception Report including implementation plan	2 weeks after the start of the contract
10 High-potential agribusinesses are identified and selected for iCF schemes	1 month after the start of the contract
Onboarding of enterprises to the programme including signing of commitments and any other e.g. NDA's	6 weeks after the start of the contract
Conduct enterprise diagnosis/needs assessment (including their iCF readiness)	2 months after the start of the contract
Development and signing of business reform strategy	10 weeks after the start of the contract

Work package 2: Implementation

The consultant shall, based on the business reform strategy, provide appropriate bundled business development support to the enterprises. The bundled BDS support will entail but not limited to the following areas of support: -

- a) **Strategic Level business development support:** used to address medium- and long-term issues that enhance enterprise performance, and may include, but not limited to, support to the enterprises on the following:
 - Enhancement of Input supply/Procurement processes: inputs/raw material acquisition
 - Business process re-engineering e.g. digitalization
 - Access to markets
 - Access to finance
 - Product development
- b) **Operational Level business development support:** Day-to-day issues that help improve the functioning of various systems and processes and may include, but not limited to, support to the enterprises on the following.
 - Records management, bookkeeping and general accounting

- Compliance: Taxation, labour regulations, County policies, environmental laws, may include Tax compliance, labour law compliance, environmental law compliance, bookkeeping and general accounting, among many others.
 - Human resources development: Employment practice, staff capacity development, soft skills training
- c) Support to inclusive contract farming arrangement:** For participating enterprises that source raw material from farmers, the contractor shall explore ways of enhancing their capacities to source through building their technical capacities to implement inclusive Contract Farming (iCF) schemes sustainably. The contractor shall source for iCF expertise to support enterprises that are interested in engaging in iCF. This will follow awareness raising interventions among both farmers and enterprises on iCF opportunities, requirements, and benefits to encourage informed participation and uptake of the innovation. The contractor shall utilize the GIZ methodology for promoting iCF as well as borrow from the country experiences on the integration of iCF to business development support.
- d) Business exchange and exposure visits:** The contractor shall facilitate business-to-business (B2B) and business-to-consumer (B2C) roundtables with selected enterprises to strengthen their capacity to access high-value domestic and export markets. These engagements will provide enterprises with direct exposure to buyers, strengthen commercial linkages, and support deal-making opportunities. In addition, the contractor will support the strengthening of partnerships between agribusinesses and export promotion organizations—such as through collaboration with the GIZ-supported Import Promotion Desk (IPD)—to further enhance enterprises' readiness and ability to access premium export markets. Enterprises will participate in targeted forums and platforms where they can showcase their products to potential customers while gaining a clearer understanding of market requirements, buyer expectations, and quality standards. This will enable them to effectively tailor their products, processes, and compliance systems to meet market demands.

Milestones for work package 2	Delivery period
Implementation of the support roadmaps (incl. refining their business model strategies to strengthen internal structures, promote inclusivity and enhance the sustainability and scalability of their operations)	6 months after the start of the contract
Relevant transformational services and new technologies under the iCF schemes are developed and promoted	8 months after the start of the contract
Linkages with financial institutions and investors are established to facilitate access to finance for selected agribusinesses	9 months after the start of the contract
B2B / B2C roundtables are organized and partnerships with export promotion organizations are signed	11 months after the start of the contract

10 agribusinesses capacities supported to access high value markets (domestic and foreign/export)	12 months after the start of the contract
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Work package 3: Monitoring, Evaluation and Reporting

The contractor, in close consultation with the country focal M&E advisors or consultants, shall establish a monitoring and evaluation (M&E) system aligned with the project's overall M&E framework. The M&E approach must ensure that results directly contribute to tracking progress against project indicators and objectives (refer to the Key Performance Indicators below). The system will be used to monitor implementation, assess performance, and measure achievement of programme outcomes.

To support this, the contractor will collect relevant baseline data on participating enterprises during the diagnostic assessment phase. This baseline will serve as the reference point for measuring progress and assessing results at mid-term and endline. The contractor will also document impact stories and case studies from participating enterprises to demonstrate programme impact to stakeholders and to support learning and knowledge exchange across the three countries. For effective implementation and adaptive management, the contractor shall participate in (and where appropriate, organize) monthly progress review meetings with the project team, and contribute to the documentation of key lessons learned to inform future interventions.

Key performance indicators (KPI):

Intermediate Outcome 1.1: 10 agribusinesses in selected F&V value chains scale into high value domestic and export markets and sign (additional) mother contracts. They strengthen their investor readiness through improved financial capacity, governance, compliance, and data management systems, enabling them to raise additional capital and access new market opportunities:

- A total of USD 1,000,000 will have been additionally mobilized by all supported agribusinesses (aggregated figure)
- 20 new clients acquired, including at least 9 new international clients (aggregated figure for all supported agribusinesses), and 10 "mother contracts"

Outputs contributing to intermediate outcome 1.1

ETHIOPIA: One list with a minimum of 3 agribusinesses selected and 3 detailed support roadmaps detailing the support activities

KENYA: One list with a minimum of 5 agribusinesses selected and 5 detailed support roadmaps detailing the support activities

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UGANDA: One list with a minimum of 2 agribusinesses and 2 cooperatives selected for support; 2 detailed and tailored support roadmaps; 2 ToTs for cooperative representatives organized

Intermediate Outcome 1.2: 8 new or improved inputs, services, technologies or production methods for SSPs are developed as part of the iCF schemes; incl. at least 1 new/improved digital advisory service; 2 partnerships with financial institutions; 1 traceability/QA program; 1 training program on new innovative technologies or production methods

Outputs contributing to intermediate outcome 1.2

ETHIOPIA: At least 3 new production methods, services, innovations or technologies selected to be further developed and launched as part of the iCF schemes

KENYA: At least 3 new services or technologies are selected to be further developed and launched as part of the iCF schemes

UGANDA: 3 priority services/technologies identified for further development and launched as part inclusive contract farming

Gender considerations:

The contractor will systematically ensure that women and youth are not only included but actively benefit and lead within the horticulture sector. This includes but is not limited to:

- Ensuring minimum 30% women's participation in inclusive contract farming schemes, with flexible arrangements to overcome barriers such as land access, finance, and time constraints.
- Prioritizing women-led agribusinesses and cooperatives for investor readiness and business development support. Of the tender
- Through the iCF schemes promoting adoption of labor-saving and health-reducing technologies (mechanized tools, solar dryers, improved irrigation, IPM methods) to reduce drudgery and free time for income-generating activities.

Milestones for work package 3	Delivery period
Establish M&E system in cooperation with GIZ	1 month after the start of the contract
Collect baseline data on agribusinesses	2 months after the start of the contract
Collect baseline data on SSPs	3 months after the start of the contract
Collect midline evaluation of agribusinesses and SSPs	8 months after the start of the contract

Conduct endline evaluation of agribusinesses and SSPs	13 months after the start of the contract
Submission of impact stories and case studies from agribusinesses	14 months after the start of the contract
Submission of final report	15 months after the start of the contract

Target group: The contractor will identify high-potential agribusinesses within the avocado, Irish potato, and onion or other high potential fruit and vegetable value chains for the intended support. This process will be informed by sector and market assessments conducted across the three countries, which will have identified key production and processing clusters and defined the geographic focus areas for intervention. Other high-potential value chains, informed by market demand and enterprise readiness, may also be considered subject to the project's strategic direction.

Targeted enterprises should either run out grower schemes, act as processors or aggregators as identified in the country assessments. Other criteria will be co-created with the project team and aligned with country context.

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for steering the experts assigned to carry out the coaching and advisory services – under the overall supervision of the GIZ project country focal points and assures backstopping and quality management
- The contractor is responsible for selection and identification of suitable international, regional and/or national short-term consultants on various topics and expertise on need basis due to the dynamic nature of horticulture market systems
- The GIZ project team can propose additional consultants to be contracted in addition to the experts proposed as per the project requirements.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.
- The contract is split among three project service packages: Kenya, Ethiopia and Uganda.
- The tasks in this contract support the implementation of Primary Outcome 1, as outlined above. The activities are split accordingly:
 - 5 inclusive contract farming schemes in Kenya
 - 3 inclusive contract farming schemes in Ethiopia
 - 2 inclusive contract farming schemes in Uganda

Monitoring and reporting requirements:

- The contractor plays an active role in the results-based monitoring of the project. Regular monitoring activities must cover at least the following areas:
 - Degree to which activities are implemented
 - Degree to which the objectives, indicators and milestones listed in section 2.2 of these ToRs have been achieved
 - Results that have occurred in the contractor's sphere of responsibility
 - Any risks that have been identified during the implementation
 - Overview of the balance of STE days, travel budget and budget for the flexible remuneration

The contractor reports to GIZ as follows:

Instead of the reporting language stipulated in GIZ's General Terms and Conditions of Contract (German), the contractor provides the following reports in the following language: English.

- Inception report 2 weeks after the start of the contract
- Interim report(s) 9 months after the start of the contract on 30.06.2027;
- Final report 15 months after the start of the contract on 01.01.2028.

The interim report(s) and the final report should provide information about the progress made towards objectives in each of the monitoring areas specified above.

Requirements for company-wide learning, knowledge and innovation:

- Contributions to conferences: Knowledge exchange workshop planned for end of 2027 to share lessons learned among other COMESA-EAC countries and CEHA Chapters
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- (Virtual) debriefing with the commissioning project and the responsible Competence Centre Rural Development and Food Security (KC 4D30) of the GIZ Sectoral Department at the end of the contract term as well as submission (in a single package) of the materials developed and interim and final reports to the Competence Centre.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;

- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.11 Data protection) apply.

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. 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 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) should be considered.

2.5 Other requirements

Safeguards and gender measures with specific reference to services:

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

Gender equality:

Women are pivotal to the transformation of Eastern Africa's agricultural and food systems. Gender equality in food systems is thus a moral and economic imperative. Advocating for and empowering women and youth at the policy level involves a multi-faceted approach that encompasses legislative changes, policy reforms, financing and community engagement.

The project will take into account the specific needs of women and youth while designing interventions and project activities. To this end, the project aims to strengthen their competencies and their active involvement as beneficiaries, right holders and representatives.

The contractor supports gender equality in its field of responsibility

- Identification of gender specific gaps through gender assessments and designing of targeted action plans and capacity building
- Ensuring minimum 30% women's participation in inclusive contract farming schemes, with flexible arrangements to overcome barriers such as land access, finance, and time constraints.
- Prioritizing women-led agribusinesses and cooperatives for investor readiness and business development support.
- the improved access to and use of land, productive resources and demand-oriented and gender-integrative services
- the integration of gender-transformative elements and/or approaches in training formats
- Gender integrative products and opportunities

Environmental protection and climate action (climate change mitigation/adaptation):

The aim of the project is to sustainably increase horticulture productivity and competitiveness, employment and income of SSPs, particularly women and youth. The agro-ecological transformation respecting planetary boundaries is thereby seen as the driver for long-term perspectives of women and youth in a climate resilient agri-food sector. Adaptability and resilience to climate change are also to be improved for SSPs and enterprises.

The increasing environmental and climate challenges, the negative impacts on agricultural systems and the contribution of agricultural systems to climate change, environmental problems and biodiversity loss make it clear how important the aspect of planetary boundaries is in the transformation of agricultural systems.

The contractor supports this vision in its field of responsibility by

- Promoting a climate-sensitive horticulture sector in all measures, for example seed cultivation, climate-smart cultivation practices or post-harvest technologies
- supporting companies that support the climate resilience of SSPs (e.g. through the commercial production of seedlings adapted to climate change), that contribute to the import substitution of agricultural inputs (e.g. through the production of organic fertilizers) or companies that promote organic farming (e.g. through soil-conserving mechanization services)
- supporting the access to inputs, services and information that strengthen the target groups' capacity to adapt to climate change and integration of climate-resilient products, services and (digital) knowledge

Conflict and context sensitivity:

The conflict and context sensitivity safeguard aims to minimize or prevent possible unintended negative impacts on fragile contexts or those characterized by conflict and violence. In Kenya, violent political protests, in which young people in particular are involved, are not unlikely to occur. High youth unemployment, increasing food and fuel prices, a growing divide between rich and poor, high poverty rates and latent ethnic conflicts may lead to increased unrest and

mass protests. Uganda remains largely affected by widespread youth unemployment, poor participation of women, opaque cultural and traditional systems, extreme weather patterns that drive redundancy, limited access to and use of productive assets and selective local inclusion. Ethiopia remains largely affected by localized conflict dynamics. Along the Addis–Arba Minch corridor, security conditions are overall manageable but marked by intermittent risks, including localized communal conflicts, road disruptions, kidnappings for ransom and competition over land and natural resources, particularly in parts of the Southern Ethiopia Region

The contractor will ensure that

- Within the scope of their assignment, experts constantly monitor potential risks of unintended impacts and external risks and develop and initiate corrective measures at an early stage.

Technology and Innovation:

The project will strategically leverage technology and innovation as key enablers of improved performance and competitiveness across horticulture value chains, thereby boosting domestic, regional and international trade.

The contractor supports this vision by:

- Promoting the adoption of digital advisory tools, including mobile- and AI-enabled extension services, to deliver timely, tailored agronomic guidance to SSPs.
- Support the uptake of climate-smart technologies such as efficient irrigation systems, solar-powered solutions, biofertilizers, and improved planting materials to increase productivity and resilience.
- Facilitate the introduction (Promote the use of innovative of post-harvest and market-enabling technologies, including cold storage, improved packaging, quality grading systems, digital traceability tools, and e-commerce platforms, to reduce losses and strengthen market linkages.
- Through partnerships with agribusinesses, technology providers, and financial institutions, pilot and scale scalable innovations within real commercial settings, using evidence from these pilots to catalyze broader adoption and crowd-in private sector investment while ensuring inclusion of women and youth.

Security precautions:

GIZ takes the security of staff, consultants and partner employees very seriously. Duty trips to and within the project countries are therefore pending prior approval from the Security Risk Management Office (SRMO), which assesses the situation based on health and safety concerns.

The contractor's staffing profile should be balanced in terms of gender and age.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept

3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors. As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

It is of particular importance to describe

- how support measures will be locally led and locally owned ensuring sustained impact
- how the quality of work can be guaranteed in different fields of expertise
- how the contractor deals with dynamics in the horticulture sector

3.3.2 Building partnerships with the relevant actors (section 1.3.2 of the assessment grid)

The tenderer is required to demonstrate how they will apply participatory and market systems-oriented approach to building partnerships with relevant actors across the horticulture ecosystem and collaboration frameworks. Careful considerations should be made for specific country context.

3.3.3 Approaches for leverage effects and measures for scaling-up (section 1.3.3 of the assessment grid)

The tender is expected to elaborate his approach to facilitate the efficient scaling of innovations and interventions within horticulture value chains.

3.3.4 Consideration of environmental and social compatibility requirements (section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Environmental protection and climate action (climate change mitigation/adaptation)

The tenderer is required to outline in the tender how it can prevent negative impacts on the environment and the climate in its area of responsibility and, in addition, how it can contribute to improving the environmental and climate situation through corresponding measures (see also relevant requirements in section 2.5).

Conflict and context sensitivity

The tenderer is required to outline in the tender how it is planning its activities in the context of conflicts or violence and what specific measures it has adopted for conflict- and context-sensitive implementation (see also relevant requirements in section 2.5).

Technology and innovation

The tenderer is required to outline in the tender how it will promote the appropriate use of technology and innovation in its area of responsibility, including digital advisory tools, climate-smart technologies, post-harvest and market-enabling innovations, and how these can contribute to the intended results (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	3 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	1 points out of 10 (maximum)
Requirement: 'Technology and innovation':	3 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project (section 1.4.2 of the assessment grid)

In the tender, the tenderer is required to describe the procedure for coordinating with GIZ.

3.4.3 Steering or coordination of measures with the relevant implementing partner (section 1.4.3 of the assessment grid)

- not applicable –

The technical steering and coordination of this assignment is under the responsibility of GIZ. Therefore, there is no need for an expert overseeing the assignment.

3.4.4 Monitoring (section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it can ensure that the requirements resulting from the monitoring system of the project or the partner are met (see section 2). In doing so, the tenderer is required to describe how the information that is relevant for monitoring is collected and in what form and at what intervals monitoring data are updated.

3.5 Further requirements (section 1.5 of the assessment grid)

The tenderer is required to describe its backstopping strategy and coordination among the countries.

- The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example national institutions, network partners etc.) in the context of service delivery.
- The tenderer is required to describe its backstopping strategy carried out by the national administrative staff indicated in chapter 5.2.

Requirement: use of national resources: 5 points out 10 (max.)

Requirement: backstopping with national administrative staff: 5 points out 10 (max.). **No CV for a backstopper must be attached.**

4. Personnel

The tenderer is required to provide ‘experts’ for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

When selecting personnel, the contractor must ensure that the team is well-balanced with respect to gender, age etc.

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The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

‘One year of professional experience’ is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

General English Language requirement for all experts: As the working language of the project team is English, all experts must be proficient in English language on C1 level in the Common European Framework of Reference for Languages.

Amharic Language requirement for all experts working in Ethiopia: As the working language of the project team in Ethiopia is Amharic besides English, these experts must be proficient in Amharic language on C1 level (Expert 3, Expert 6 and Expert 9).

The English and Amharic (for experts in Ethiopia) language skills have to be clearly indicated on each CV (please clearly indicate a level between A1 and C2 on the CV and do not use any other kind of grading).

If this information is missing, unclear (cf. previous paragraph) or the level is insufficient, the expert in question will be scored **with 0 points overall**, regardless of his or her qualifications in the other categories.

Expert 1: Team leader (section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1: (team leader)

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, enterprises and others involved in the project.
- Overall coordination of the three countries and strategic management of experts, including identifying the need for short-term assignments within the available budget, as well as planning and steering assignments
- Regular reporting in accordance with deadlines
- Provide technical expertise and advisory support on inclusive contract farming methodologies and implementation approaches to the country teams in Ethiopia, Kenya, and Uganda, ensuring context-appropriate adaptation and alignment with project objectives, with close coordination with the iCF specialist (Expert 8).

Qualifications of expert 1: (team leader)

Education/training (section 2.1.1 of the assessment grid):	Master's Degree or equivalent in Agribusiness, Agribusiness Economics, Business Administration with specialisation in Rural development, or in a relevant related field
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages

General professional experience (section 2.1.3 of the assessment grid):	15 years of professional experience in enterprise support programmes, including out grower schemes and sustainable finance for agri-enterprises and small-scale producers,
Specific professional experience (section 2.1.4 of the assessment grid):	10 years in inclusive contract farming support for companies in at least 2 of the 3 countries: Ethiopia, Kenya and Uganda.
Leadership/management experience (section 2.1.5 of the assessment grid):	10 years of management/leadership experience as project team leader or manager in a company with disciplinary leadership for 5 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	– Not applicable –
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	7 years' experience working in development cooperation projects
Other (section 2.1.9 of the assessment grid):	– Not applicable –

Expert 2: Deputy Team Lead & Kenya Country Lead (section 2.2 of the assessment grid)

This position is a key expert.

Tasks of the Kenya Country Lead

- Overall leadership support to the implementation in Kenya
- Act as focal point of contact for Kenya project activities. This includes leadership coordination with the team leader, strategic collaboration with political partners, active networking with stakeholders to leverage on collective efforts in relation to the assignment
- Supervisory support to Kenya project team ensuring seamless coordination among experts
- Kenya project reporting in accordance with deadlines

Qualifications of the Kenya Country Lead

Education/training (section 2.2.1 of the assessment grid):	Bachelor's Degree or equivalent in Agriculture, Agribusiness, Economics, Finance, or in a relevant related field
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	10 years of professional experience in engaging with agribusinesses in Kenya

Specific professional experience (section 2.2.4 of the assessment grid):	7 years in acceleration support for agri-food enterprises in Kenya
Leadership/management experience (section 2.2.5 of the assessment grid):	5 years of management/leadership experience as project team leader or manager in a company with disciplinary leadership for 3 people
International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.2.7 of the assessment grid):	– Not applicable –
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	5 years of experience working in development cooperation with the private sector in food systems
Other (section 2.2.9 of the assessment grid):	5 years of experience in Fund management, analysis and valuation of investments

Expert 3: Deputy Team Lead & Ethiopia Country Lead (section 2.3 of the assessment grid)

This position is a key expert.

Tasks of the Ethiopia Country Lead

- Overall leadership support to the implementation in Ethiopia
- Act as focal point of contact for Ethiopia project activities. This includes leadership coordination with the team leader, strategic collaboration with political partners, active networking with stakeholders to leverage on collective efforts in relation to the assignment
- Supervisory support to Ethiopia project team ensuring seamless coordination among experts
- Ethiopia project reporting in accordance with deadlines

Qualifications of the Ethiopia Country Lead

Education/training (section 2.3.1 of the assessment grid):	Master's in Agriculture, Agribusiness, Economics, Finance or equivalent degree
Language (section 2.3.2 of the assessment grid):	Knowledge of English, C1-level (5/10 pts) in the Common European Framework of Reference for Languages and Amharic language on C1 level (5/10 pts)
General professional experience (section 2.3.3 of the assessment grid):	10 years of professional experience in engaging with agribusinesses in Ethiopia

Specific professional experience (section 2.3.4 of the assessment grid):	7 years in acceleration support for agri-food enterprises and contract farming in Ethiopia
Leadership/management experience (section 2.3.5 of the assessment grid):	5 years of management experience as project team leader or manager in a company with disciplinary leadership for 3 people
International professional experience outside the country/region of assignment (section 2.3.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.3.7 of the assessment grid):	– Not applicable –
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	5 years' experience working in development cooperation with the private sector in food systems
Other (section 2.3.9 of the assessment grid):	2 years of experience in Fund management, analysis and valuation of investments

Expert 4: Deputy Team Lead & Uganda Country Lead (section 2.4 of the assessment grid)

This position is a key expert.

Tasks of the Uganda Country Lead

- Overall leadership support to the implementation in Uganda
- Act as focal point of contact for Uganda project activities. This includes leadership coordination with the team leader, strategic collaboration with political partners, active networking with stakeholders to leverage on collective efforts in relation to the assignment
- Supervisory support to Uganda project team ensuring seamless coordination among experts
- Uganda project reporting in accordance with deadlines

Qualifications of the Uganda Country Lead

Education/training (section 2.4.1 of the assessment grid):	Master's in Agriculture, Agribusiness, Economics, Finance or equivalent degree
Language (section 2.4.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.4.3 of the assessment grid):	10 years of professional experience in engaging with agribusinesses in Uganda

Specific professional experience (section 2.4.4 of the assessment grid):	7 years in acceleration support for agri-food enterprises and inclusive contract farming in Uganda
Leadership/management experience (section 2.4.5 of the assessment grid):	5 years of management experience as project team leader or manager in a company with disciplinary leadership for 3 people
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.4.7 of the assessment grid):	– Not applicable –
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	5 years' experience working in development cooperation with the private sector in food systems
Other (section 2.4.9 of the assessment grid):	2 years of experience in Fund management, analysis and valuation of investments

Expert 5: Pool 1 “Kenya Business development experts” (Minimum 3, Maximum 4 experts)

Expert pool 1 is not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Advisory services for strategic level business development (GIZ methodology on inclusive Contract Farming, business strategy, investor readiness and fundraising)
 - Development of enterprise selection criteria
 - Conducting due diligence and selection of enterprises
 - Spearheading support in the reorientation of the business strategies of selected enterprises
 - Support enterprise in adoption of iCF methodology to complement business models
 - Spearhead improvement of business strategy to investor readiness
 - Identification of relevant sources of financing and spearhead linkages to (green) finance
 - Conduct in depth business analysis and development of enterprise roadmaps to enhance competitiveness

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- Technical and organizational support for operational level business development support
 - Advisory on Kenya-specific statutory compliance as necessary for smooth business operations
 - Regular analysis of the trade environment, market access, and institutional frameworks for target value chains
 - Analyze domestic, regional, and export market dynamics including Sanitary and Phytosanitary Standards (SPS), Technical Barriers to Trade (TBT) and other non-TBT, identifying constraints and opportunities for improved competitiveness and market integration.
 - Evaluate the policy and regulatory environment, including formal and informal rules, standards, and trade regulations that influence horticulture performance.
 - Develop evidence-based, actionable recommendations for strengthening trade, market linkages, and institutional arrangements to enhance competitiveness, inclusivity, and resilience.
 - Advisory on enterprise human resource development including soft skills
 - Collaborate with the Team Leader, Kenya team leader and other experts to promote exchange, ensure a holistic progress assessment and reporting that combines production, trade, and institutional insights.
- Capacity development and support to cross-cutting topics (Digitalization and Climate resilience)
 - Identify and promote innovative digital systems e.g supply chain digitalization, market information platforms, agronomic advisory services, and other relevant digital ecosystems relevant to strengthen the competitiveness of iCF schemes
 - Promote adoption of climate-smart agricultural practices among farmers and enterprises within the iCF schemes
 - Identify innovative technologies in relation to climate resilience e.g climate-resilient inputs
 - Facilitate access to green finance
 - Strengthen capacity for climate risk assessment and adaptation planning for iCF schemes

Qualifications of the expert pool

Education/training:	3 experts with a bachelor's degree in agriculture, agricultural economics, environmental science, business administration, economics, finance or equivalent degree
Language:	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	2 experts with 10 years of professional experience in Kenya in agriculture of which 6 years of professional experience in business development 1 expert with 7 years of professional experience in Kenya in fund raising and investor readiness initiatives in capacity development for agri-enterprises and farmer organizations

Specific professional experience:	1 expert with 5 years of professional experience in Kenya in climate-smart agriculture, regenerative agriculture/circular economy 1 expert with 5 years of professional experience in Kenya in access to finance, including the promotion of green finance 1 expert with 5 years of professional experience in Kenya in digital innovations in the agri-food sector
Leadership/management experience:	– Not applicable –
International professional experience outside the country/region of assignment:	– Not applicable –
Professional experience in the country/ region of assignment:	– Not applicable –
Experience in the field of development cooperation:	– Not applicable –
Other:	– Not applicable –

Expert 6: Pool 2 “Ethiopia Business development experts” (Maximum 3 experts)

Expert pool 2 is not part of the technical assessment, so no CVs needs to be submitted with the tender. The qualifications specified are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Advisory services for strategic level business development (GIZ methodology on inclusive Contract Farming, business strategy, investor readiness and fundraising)
 - Development of enterprise selection criteria
 - Conducting due diligence and selection of enterprises
 - Spearheading support in the reorientation of the business strategies of selected enterprises
 - Support enterprise in adoption of iCF methodology to complement business models
 - Spearhead improvement of business strategy to investor readiness
 - Identification or relevant sources of financing and spearhead linkages to (green) finance
 - Conduct in depth business analysis and development of enterprise roadmaps to enhance competitiveness
- Technical and organizational support for operational level business development support

- Advisory on Ethiopia-specific statutory compliance as necessary for smooth business operations
- Regular analysis of the trade environment, market access, and institutional frameworks for target value chains
- Analyze domestic, regional, and export market dynamics including Sanitary and Phytosanitary Standards (SPS), Technical Barriers to Trade (TBT) and other non-TBT, identifying constraints and opportunities for improved competitiveness and market integration.
- Evaluate the policy and regulatory environment, including formal and informal rules, standards, and trade regulations that influence horticulture performance.
- Develop evidence-based, actionable recommendations for strengthening trade, market linkages, and institutional arrangements to enhance competitiveness, inclusivity, and resilience.
- Advisory on enterprise human resource development including soft skills
- Collaborate with the Team Leader, Ethiopia team leader and other experts to promote exchange, ensure a holistic progress assessment and reporting that combines production, trade, and institutional insights.
- Capacity development and support to cross-cutting topics (Digitalization and Climate resilience)
 - Identify and promote innovative digital systems e.g supply chain digitalization, market information platforms, agronomic advisory services, and other relevant digital ecosystems relevant to strengthen the competitiveness of iCF schemes
 - Promote adoption of climate-smart agricultural practices among farmers and enterprises within the iCF schemes
 - Identify innovative technologies in relation to climate resilience e.g climate-resilient inputs
 - Facilitate access to green finance
 - Strengthen capacity for climate risk assessment and adaptation planning for iCF schemes

Qualifications of the expert pool

Education/training:	3 experts with a Master's degree in agriculture, agricultural economics, environmental science, business administration, economics, finance or equivalent degree
Language:	Knowledge of English, C1-level in the Common European Framework of Reference for Languages and Amharic language on C1 level
General professional experience:	2 experts with 10 years of professional experience in Ethiopia in agriculture of which 6 years of professional experience in business development 1 expert with 10 years of professional experience in Ethiopia in fund raising and investor readiness initiatives of which 6 years in capacity development for agri-enterprises and farmer organizations

Specific professional experience:	1 expert with 10 years of professional experience in Ethiopia in climate-smart agriculture and 4 years in regenerative agriculture/circular economy 1 expert with 8 years of professional experience in Ethiopia in access to finance, of which 3 years in the promotion of green finance 1 expert with 5 years of professional experience in Ethiopia in digital innovations in the agri-food sector
Leadership/management experience:	– Not applicable –
International professional experience outside the country/region of assignment:	– Not applicable –
Professional experience in the country/ region of assignment:	– Not applicable –
Experience in the field of development cooperation:	– Not applicable –
Other:	– Not applicable –

Expert 7: Pool 3 “Uganda Business development experts” (Maximum 2 experts)

Expert pool 3 is not part of the technical assessment, so no CVs needs to be submitted with the tender. The qualifications specified are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

The actual number of experts assigned from the pool may differ from the number of experts required in section 4 of the Terms of Reference. For experts not named in the tender, GIZ must confirm before the assignment that their qualifications are equivalent to those of the short-term experts proposed in the tender.

Tasks of the expert pool

- Advisory services for strategic level business development (GIZ methodology on inclusive Contract Farming, business strategy, investor readiness and fundraising)
 - Development of enterprise selection criteria
 - Conducting due diligence and selection of enterprises
 - Spearheading support in the reorientation of the business strategies of selected enterprises
 - Support enterprise in adoption of iCF methodology to complement business models
 - Spearhead improvement of business strategy to investor readiness
 - Identification or relevant sources of financing and spearhead linkages to (green) finance

- Conduct in depth business analysis and development of enterprise roadmaps to enhance competitiveness
- Technical and organizational support for operational level business development support
 - Advisory on Uganda-specific statutory compliance as necessary for smooth business operations
 - Regular analysis of the trade environment, market access, and institutional frameworks for target value chains
 - Analyze domestic, regional, and export market dynamics including Sanitary and Phytosanitary Standards (SPS), Technical Barriers to Trade (TBT) and other non-TBT, identifying constraints and opportunities for improved competitiveness and market integration.
 - Evaluate the policy and regulatory environment, including formal and informal rules, standards, and trade regulations that influence horticulture performance.
 - Develop evidence-based, actionable recommendations for strengthening trade, market linkages, and institutional arrangements to enhance competitiveness, inclusivity, and resilience.
 - Advisory on enterprise human resource development including soft skills
 - Collaborate with the Team Leader, Uganda team leader and other experts to promote exchange, ensure a holistic progress assessment and reporting that combines production, trade, and institutional insights.
- Capacity development and support to cross-cutting topics (Digitalization and Climate resilience)
 - Identify and promote innovative digital systems e.g supply chain digitalization, market information platforms, agronomic advisory services, and other relevant digital ecosystems relevant to strengthen the competitiveness of iCF schemes
 - Promote adoption of climate-smart agricultural practices among farmers and enterprises within the iCF schemes
 - Identify innovative technologies in relation to climate resilience e.g climate-resilient inputs
 - Facilitate access to green finance
 - Strengthen capacity for climate risk assessment and adaptation planning for iCF schemes

Qualifications of the expert pool

Education/training:	2 experts with a university degree (e.g. 'master's or Bachelors degree) in agriculture, agricultural economics, environmental science, business administration, economics, finance or equivalent degree
Language:	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience:	1 expert with 10 years of professional experience in Uganda in agriculture of which 6 years of professional experience in business development

	1 expert with 10 years of professional experience in Uganda in fund raising and investor readiness initiatives of which 6 years in capacity development for agri-enterprises and farmer organizations
Specific professional experience:	1 expert with 10 years of professional experience in Uganda in climate-smart agriculture and 4 years in regenerative agriculture/circular economy 1 expert with 8 years of professional experience in Uganda in access to finance, of which 3 years in the promotion of green finance
Leadership/management experience:	– Not applicable –
International professional experience outside the country/region of assignment:	– Not applicable –
Professional experience in the country/ region of assignment:	– Not applicable –
Experience in the field of development cooperation:	– Not applicable –
Other:	– Not applicable –

Expert 8: inclusive Contract Farming Specialist (section 2.8 of the assessment grid)

This position is a key expert.

Tasks of the iCF Specialist:

- Provide guidance to expert teams on iCF Methodology, acting as a trouble shooter
- Support in the selection of suitable enterprises for iCF support
- Support in the design of the iCF in Kenya and Ethiopia according to the needs of the agribusinesses
- Support in the design of the tailored support programs to the 8 agribusinesses, ensuring that iCF is correctly applied

Qualifications of the iCF Specialist:

Education/training (section 2.8.1 of the assessment grid):	Master's degree in Agriculture, Agricultural Economics, Rural Development, Business Administration or equivalent degree
Language (section 2.8.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.8.3 of the assessment grid):	15 years' experience as a master trainer on iCF methodology in Sub-Saharan Africa (7 out of 10 points), with at least 3 years in Ethiopia, Kenya or Uganda (3 out of 10 points).

Specific professional experience (section 2.8.4 of the assessment grid):	10 years of professional experience in training and coaching enterprises and farmer-based organizations on iCF methodology (4 out of 10 points) of which 7 years in Ethiopia, Kenya and Uganda, enforcing harmonisation of regulations and quality standards in regional economic communities (6 out of 10 points)
Leadership/management experience (section 2.8.5 of the assessment grid):	– Not applicable –
International professional experience outside the country/region of assignment (section 2.8.6 of the assessment grid):	– Not applicable –
Professional experience in the country/ region of assignment (2.8.7 of the assessment grid):	– Not applicable –
Experience in the field of development cooperation (section 2.8.8 of the assessment grid):	15 years of experience in development cooperation projects
Other (section 2.8.9 of the assessment grid):	– Not applicable –

Expert 9: Gender Specialist (section 2.9 of the assessment grid)

Expert 9 is not part of the technical assessment, so no CVs needs to be submitted with the tender. The qualifications specified are therefore minimum requirements, the fulfilment of which must be confirmed by GIZ before the experts are assigned.

This expert will only support the implementation in Ethiopia. Thus, all tasks listed below are only specific to Ethiopia.

Tasks of the gender specialist

- Conduct a gender analysis of target value chains and contract farming models to identify barriers and opportunities for women and youth participation.
- Develop and integrate into the gender strategy the practical and scalable gender action plans
- Integrate gender-responsive approaches into trade and iCF scheme design, including contracts, governance structures, and benefit-sharing mechanisms.
- Build capacity of experts and enterprises on gender equality, social inclusion, and safeguarding within trade and contract farming arrangements.
- Develop and monitor gender-integrative/Transformative and or responsive sensitive indicators to track participation, benefits, and outcomes for women and other marginalized groups.

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- Support the design and implementation of women-inclusive market linkages, financial access, and leadership opportunities within contract farming schemes.
- Strategy to remove or mitigate the barriers to inclusion of women and youth in Horticulture
- Institutionalization of the Complaints and redress mechanism, gender targeted referral systems, gender desks

Qualifications of the gender specialist

Education/training:	Master in humanitarian studies, social sciences, sociology, agriculture or equivalent degree
Language:	Knowledge of English, C1-level in the Common European Framework of Reference for Languages and Amharic language on C1 level
General professional experience:	10 years of professional experience in gender transformative approaches
Specific professional experience:	7 years in promoting youth and women inclusion in agri-food sector projects in Ethiopia
Leadership/management experience:	– Not applicable –
International professional experience outside the country/region of assignment:	– Not applicable –
Professional experience in the country/ region of assignment:	– Not applicable –
Experience in the field of development cooperation:	5 years' experience working in development cooperation with the private sector
Other:	– Not applicable –

UN DESA regions are defined as East Africa, Central Africa, North Africa, Southern Africa, West Africa, South America, the Caribbean, Central America, North America, Central Asia, East Asia, South Asia, Southeast Asia, West Asia/Middle East, Eastern Europe, Northern Europe, Southern Europe, Western Europe, Australia, Melanesia, Micronesia and Polynesia; refer to [USND methodology](#) for country assignment.

The tenderer must assign all the proposed experts to the required qualifications and clearly present them in a separate table preceding the CVs. The summary presentation must mention only qualifications that are actually indicated in the CVs. Professional experience must be evidenced by meaningful references in the CVs. It is advisable to make explicit reference to each example of professional experience.

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Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

The number of expert days corresponds to full working days.

Expert	Expert days in the country of residence /remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)
Expert 1: Team leader	34	18	52	No
Expert 2: Kenya Country Lead	0	30	30	No
Expert 3: Ethiopia Country Lead	0	50	50	No

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Expert 4: Uganda Country Lead	0	25	25	No
Expert Pool 5: Kenya Business Development Experts	0	200	200	No
Expert Pool 6: Ethiopia Business Development Experts	0	210	210	No
Expert Pool 7: Uganda Business Development Experts	0	200	200	No
Expert 8: iCF Specialist	10	0	10	No
Expert 9: Gender Specialist	0	20	20	No

5.2 National administrative staff

The following national administrative staff are needed:

1 Support staff for 15 months (part-time 50%)

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

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5.3.2 Travel expense requirements

The fixed, unalterable travel expense budget: 34.630 EUR

Budget for CO₂ offsets for flights: 700 EUR. **A fixed, unalterable budget** for CO₂ offsets for settlement against evidence is specified.

As the number and duration of the business trips is not yet clear, the above-mentioned unalterable travel expense budget for all trips and for all experts is specified in the price schedule. The budget contains the following travel expenses:

- Per-diem allowances and accommodation allowances
- Flights and other transport costs
- Ancillary travel expenses (visa, etc.)

The costs for experts travelling from outside the three countries are reimbursed as a lump sum (per-diem allowances 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 the reimbursement of travel expenses (see <https://www.bundesfinanzministerium.de>), or on presentation of evidence (airfares and other transport costs).

Notes on the settlement of accommodation allowances outside Germany:

- Accommodation allowances up to 75% of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement will be reimbursed **on a lump-sum basis**.
- Accommodation allowances up to the maximum amounts permissible under tax law as per the BMF circular on travel expense will be reimbursed in the **amount evidenced**.

All travel activities must be agreed in advance with the project manager. Travel expenses must be kept as low as possible.

5.4 Materials and equipment

– – Not applicable – –

GIZ will not provide any equipment such as laptops. Thus, experts are required to use their own laptops or use those provided by the contractor. Experts are required to work remotely from their home or to make use of existing offices provided by the contractor. No office furnishing equipment will be provided by GIZ.

5.5 Operating costs in the country of assignment

– – Not applicable – –

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No operational costs are applicable as experts are expected to work remotely from their home / at the contractor's offices unless they are travelling to the field. For field travel, the travel budget is to be used. GIZ does not provide office space for consultants.

5.6 Workshops, education and training

The contractor runs the following workshops:

- 3 onboarding / kick-off sessions with the selected agribusinesses (1 in each country)

Workshop budget: EUR 10.000

The fixed, unalterable budget above is earmarked for workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

- Room hire
- Technical systems
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Moderation services only in case they cannot be provided by the contracted experts
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

The security situation in each of the three countries does not require any additional security-related measures. Therefore, no additional costs are foreseen.

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 13.300

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 15 pages (not including the cover page, list of abbreviations, table of contents, brief introduction). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length. The CVs must be submitted in **English**.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year in full-time expert days, weeks or months (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground in full-time expert days, weeks or months) (if relevant)

In order to facilitate the assessment, we request that you number the references sequentially and provide only references that are clearly related to the object of this tender.

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option(s) if it wishes to expand the tendered services. This is described in detail below.

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Nature and scope: While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The items shown in section 5 (Costing requirements) of these Terms of Reference can be increased by up to EUR 600.000 and extended by up to 3 years. Within this framework, the options can be exercised in up to two parts.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services: GIZ may award a follow-on contract to provide the services up to a value of EUR 600.000 and for a term of up to 3 years.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.2 can be considered only as an alternative to the option in 7.1.