

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

CONFIDENTIAL

Project title:

Support to intersectoral and multilevel coordination within the framework of the Cameroon-CAFI Partnership

Country:

Cameroon

Processing number:

G-018076-001

Tender number:

81322998

Subject of the tender procedure:

Development of a project pipeline for the CAFI Cameroon Partnership and related activities

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0. List of abbreviations

APV-FLEGT	Voluntary Partnership Agreement on Forest Law Enforcement, Governance and Trade
CAFI	Central African Forest Initiative
CD	Capacity Development
CDP	Communal Development Plan
CEI	Calls for Expression of Interest
CNS	National Monitoring Committee (<i>Comité National de Suivi</i>)
COP-UNFCCC	Conference of Parties to the United Framework Convention on Climate Change
EIA	Environmental Impact Assessment
EUDR	EU Regulation on Deforestation-free Products
FEICOM	Special Fund for Equipment and Intermunicipal Intervention
FPIC	Free, prior and informed consent
GDPR	General Data Protection Regulation (of the EU)
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
KOMP	Cost per output monitoring and forecast
LoI	Letter of Intent
MFMPPE	Mechanism for Ecological Performance
MINADER	Ministry of Agriculture
MINEPAT	Ministry of Economy, Planning and Regional Development
MINEPDED	Ministry of Environment, Nature Protection and Sustainable Development
MINFI	Ministry of Finance
MINFOF	Ministry of Forests and Fauna
MINMIDT	Ministry of Mines
MINRESI	Ministry of Scientific Research and Innovation

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MoU	Memorandum of Understanding
NDC	Nationally Determined Contribution
NDS30	National Development Strategy 2030
ONACC	National Observatory on Climate Change
PEA	Preliminary Economic Assessment
PES	Payment Mechanism for Environmental Services
PLADDT	Land use or development plans
PNDPA	<i>Plan national de développement des peuples autochtones</i>
PNC	National Climate Adaptation Plan
ProDoc	Project Document
RDP	Regional Development Plan
RMO	Risk Management Office
SDRS	Rural Sector Development Strategy
SEA	Strategic Environmental Assessments
SIGIF	<i>Système informatique de gestion des informations forestières</i>
SNRI	National Research and Innovation System
SRADDT	Sustainable Development Plan of the Centre Region of Cameroon
STE	Short-Term Expert
TFFF	Tropical Forests Forever Facility
ToRs	Terms of Reference
UG-FME	Municipal Ecological Financing Management Unit (<i>Unité de Gestion Financière Municipale Ecologique</i>)
UGP	Project Steering Unit (<i>Unité de Gestion du Projet</i>)
UNDP	United Nations Development Programme
VPA-FLEGT	Voluntary Partnership Agreement on Forest Law Enforcement, Governance and Trade

1. Context

Initial Situation in the Intervention Area

The tropical forests of the Congo Basin cover 269 million hectares. They are the second-largest tropical forest area in the world. Annually, they absorb about 1.1 billion tons of CO₂ and emit 500 million tons, resulting in a net storage of 610 million tons of CO₂ (World Bank, 2022). In Cameroon, forests cover around 43% of the country's land area. Including trees and shrubs outside forests, it amounts to 70% (FAO, 2020). Between 2010 and 2022, Cameroon was estimated to have a carbon sink potential of 4 billion tons of CO₂ equivalent (National Climate Change Observatory, ONACC). Nevertheless, the country is heavily affected by deforestation. Between 2001 and 2023, 6.5% of the forest area was lost. In 2021 alone, 89,000 hectares of forest disappeared, while by 2025 around 0.21 million hectares total forest loss occurred, up 15% from 2024 and 14% above the five-year average. Primary forest loss reached 125,000 hectares (+36% vs 2024), a new national record and the second highest globally. This is the clearest warning signal in the Basin, pointing to rising pressure on high-carbon and high-biodiversity forests. This placed Cameroon seventh worldwide among countries with the highest forest loss (World Bank, 2022; CAFI, 2025) and theoretically without access to innovative funding sources like the Tropical Forests Forever Facility (TFFF).

Drivers of Deforestation and Forest Degradation

The direct drivers of deforestation and forest degradation in Cameroon include agricultural expansion, logging, infrastructure development, and mining. Without sustainable management practices and effective political measures, these drivers threaten not only Cameroon's forests but also the vital ecosystem services they provide. Monitoring legal and combating illegal logging and deforestation requires coordination and governance between relevant sector ministries (intersectoral) and between the central government and decentralized local authorities (multiple levels) to align the various actors and interests. However, the current lack of coordination leads to significant problems in implementing measures to protect forests and sustainably use natural resources.

Institutional Fragmentation & Lack of Coordination

Forest management and protection in Cameroon is divided among multiple institutions, leading to fragmentation and overlapping mandates. These institutions include the Ministry of Forests and Fauna (MINFOF), the Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED), the Ministry of Agriculture (MINADER), the Ministry of Mines (MINMIDT), and other actors. They often work in isolation, leading to inefficiency and conflicts in policy implementation. The lack of coordination between sectors such as agriculture, forestry, mining, infrastructure, and environmental protection means that different stakeholders often pursue conflicting goals. This results in a lack of a coherent forest policy. Additionally, there is a lack of enforcement and monitoring. Although Cameroon has laws and regulations to combat illegal logging and promote sustainable forest management, enforcement of these laws is weak. There is no official, up-to-date data on forest resources. Value-chains are untransparent, making it difficult to distinguish between legal and illegal logging.

Impact of Mining Projects

New mining projects in Cameroon's forest areas often have negative impacts on the surrounding ecosystems. There is no effective mechanism for coordinating mining projects with forestry or

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environmental protection measures. Requirements from Environmental Impact Assessments (EIA) and Strategic Environmental Assessments (SEA) are not sufficiently implemented. At the same time, Cameroon has committed to preserving its forests and reducing its greenhouse gas emissions by 35% by 2030. However, the revised NDCs 3.0 for the period 2025-2030 have yet to be submitted and there are concerns on whether the implementation of these commitments may remain insufficient.

Improving Living Conditions

Protecting forests can improve the living conditions, especially of women and marginalized groups who depend on forest resources. This enhances food security and preserves important ecosystem services, such as health and climate adaptation. In the global index for human rights and the rule of law, Cameroon ranks 133 out of 139 countries (World Justice Project, 2023). The revised constitution of 1996 guarantees fundamental human rights and equality for all citizens (Art. 1). Environmental policy instruments such as EIA and SEA are legally anchored, also in the forestry sector. In 2024, the government passed a new forestry law emphasizing sustainable forest use, combating illegal logging, and promoting a timber industry according to international standards. The CAFI-Cameroon partnership will build upon these improved framework conditions to foster an inclusive and sustainable economy.

Implementation Challenges

The lack of dialogue between the central government, regional administrations, and local communities hinders the development of an inclusive approach to forest management and conservation. Another challenge is the insufficient inclusion of local communities and indigenous populations in decision-making processes related to forest management. These communities, which directly depend on forest use, are often excluded from decision-making, although they could be important actors in sustainable forest use and protection. The core problem lies in the lack of sectoral and multi-level coordination for an effective and coherent policy for a green economy and combating logging and deforestation. Such coordination is crucial to align the various interests of the sectors forestry, agriculture, mining, infrastructure, and environmental protection. The CAFI-Cameroon partnership plays a key role in advancing this goal at the highest political level.

CAFI co-financed multisectoral and multilevel coordination project

In October 2024, Cameroon and CAFI signed a letter of intent (LoI) manifesting their partnership and shared commitment to the development of Cameroonian forest, agricultural and mining value chains to make them more inclusive, competitive and free from deforestation. This partnership LoI contains several milestones. While Cameroon is responsible for the achievement of the milestones, CAFI supports this achievement via multiple projects that are implemented by accredited organizations. In December 2024, CAFI validated the project document (ProDoc) "Intersectoral and multi-level coordination", elaborated by GIZ and MINEPAT and the final version of the revised ProDoc was signed in March 2026 as UNDP became an additional implementing partner. The module objective is: "A functional sectoral and multi-level coordination for a long-term partnership between Cameroon and the Central African Forest Initiative (CAFI) aimed at a green economy is established."

In the context of this project several activities and milestones shall be realized by an external service provider. The context-specific Capacity-Development (CD) strategy is aligned with all three levels: Strengthening the individual competencies of professionals and leaders at

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MINEPAT, the leadership and members of CNS/CAFI, and ONACC is a fundamental component of the CD strategy. Institutional capacity development includes process and technical advisory services to MINEPAT for the development of a roadmap to strengthen and harmonize sectoral, political, and legal frameworks for better planning, allocation, and management of land and natural resources, or advising sector ministries on implementing their intended reforms. The project will ensure that gender aspects are incorporated into the values and personnel policies of MINEPAT and CNS/CAFI and embedded in their strategies within the framework of their role as coordinating entities of the CAFE-Cameroon partnership. Organizational advisory services to MINEPAT and CNS/CAFI include elements of good governance as well as the involvement of women in committees and decision-making and management processes. Additionally, the cooperation system of MINEPAT and CNS/CAFI will be enhanced for implementation and coordination competence among sector ministries. In supporting sectoral and multi-level coordination within CNS/CAFI—for example, in developing project proposals (Output 3)—the project actively promotes the balancing of interests and transparent decision-making processes and ultimately reducing corruption risks.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services is 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

Output 1: 0 %

Output 2: 26 %

Output 3: 74 %

100 % CAFI funded

The contractor is responsible for achieving the objectives and indicators described in this document. 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: narrative reports for CAFI in French, financial reports for CAFI in English and reporting elements for BMZ in either English or German (to be chosen).

Module objective.

A functional sector and multi-level coordination for a long-term partnership focused on a green economy between Cameroon and the Central African Forest Initiative has been established.

Module objective indicator(s) (MOI)

MOI 1. The number of sector analyses (*revues sectorielles*) for the implementation of the national development strategy 2030 (SND30) that integrate criteria for the implementation of

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climate goals (Nationally Determined Contributions, NDC), gender equality and reduction of deforestation, climate risks and greenhouse gas emissions.

MOI 2. The number of achieved milestones in the letter of intent signed by Cameroon and the Central African Forest Initiative (CAFI) in October 2024

MOI 3. The number of gender sensitive investment projects of the Cameroon-CAFI partnership, that target the end of deforestation or its reduction.

Output 1: the institutional capacities of state and non-state institutions implicated in the governance structure of the multi-level and sector coordination are strengthened.

Output indicators (OI):

OI 1.1: The number of operational digital platforms for the harmonization and coordination of all sector strategies. (target value: 1)

OI 1.2: The number of state and non-state institutions, that have contributed actively to at least eight coordinated and inter-sectoral decision-making processes in the context of the governance structure of the CAFI Cameroon Partnership. (target value: 14)

Output 2: The guidelines and key reforms of the National Development Strategy 2030 have been updated, incorporating gender and environmental dimensions.

Output indicators:

OI 2.1: The number of plans of priority reforms elaborated that contribute to the implementation of the national development strategy NDS 30 with reference to the topics of the Cameroon-CAFI partnership (target value: 1)

OI 2.2: The number of guidelines foreseen in the NDS 30, that have been elaborated taking into account gender and environmental dimensions. (target value: 9)

Output 3: the programmatic priorities of the CAFI-Cameroon Partnership are formulated.

Output indicators:

OI 3.1: The number of validated project lists of propositions for integrated and gender sensitive projects in the frame of the CAFI-Cameroon Partnership. (target value: 1)

OI 3.2 The number of validated concepts for a national monitoring system for small scale and informal artisanal mining activities to control environmental requirements. (target value: 1)

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1 as part of output 2: The contractor will be responsible for two main activities of this Output:

- the support to a national research and innovation system
- the coordination and harmonization of geographic data available in different ministries to obtain coherent information on land use systems and the evolution of drivers of deforestation.

Other activities of this output are under the responsibility of the GIZ team. Numbering refers to the numbering of activities in the ProDoc, jointly agreed with by GIZ and CAFI. The description of the activities according to the ProDoc constitutes the contractual basis between GIZ and CAFI and must therefore be respected. The description hereby below only refers to the tasks to be implemented by the contractor.

Activity 2.1.3 Support for the Development of a National Research and Innovation System (SNRI)

This activity supports the establishment and development of a Cameroonian National Research and Innovation System (SNRI), as mentioned in the SND30, with the aim of improving knowledge on institutional conditions and mobilizing research results in innovation processes.

Overall responsibility for the realization of that activity rests with MINEPAT and MINRESI jointly according to the SND 30, besides the financing mechanisms (local grants) for research activities that will be implemented by GIZ. However, as divided responsibilities often become unclear in practice, this question will be addressed at the inception workshop for clarification.

Elements to be included in this context are:

- conduct a situational analysis and diagnosis of an SNRI in Cameroon
- based on an analysis of implicated actors, provide an extended concept for the national research and innovation system including promotion of suitable methods, processes, responsibilities and mandates of actors, etc.
- support the operationalization of a permanent consultation framework among all actors for an SNRI (e.g. via the preparation of reglementary texts or document research)
- Identify Innovative research and development projects via calls for interest, incubators or comparable suitable methods and in concertation with GIZ and partners which will then benefit from financing mechanisms as cited above
- develop an international partnership strategy in the field of research to obtain value-added technologies and knowledge for Cameroon and organize a study trip for selected partners in that regard
- develop a peatland conservation strategy for Cameroon

Activity 2.1.4: Support for the Establishment of a System for the Development and Update of Digital and Satellite Mapping

This activity aims to support MINEPAT, sector ministries such as MINADER or MINFOF, or ONACC, in producing and digitizing real-time digital and satellite maps of forest cover, deforestation, and the use of forest resources (e.g., mining or agricultural activities) and arable land used for agro-sylvo-pastoral activities, etc. The idea is to have a centralized system that all ministries and authorities can feed into, but as the system does not yet exist, this issue is to be clarified at the inception workshop. These maps serve as a decision support system in the implementation of the NDS30 and its reform plans. Activities include:

- conduct an analysis of all actors producing cartographic material, in addition to the National Institute of Cartography
- support the national institute of Cartography in the compilation, completion (if necessary) of the cartographic material and harmonization of the various cartographic parameters
- support the MINFOF to improve the digital system for the management of forestry related data (SIGIF2 platform) via: (i) the operationalization of all modules, including satellite imagery; (ii) the definition of procedures for the annual evaluation of the traceability function

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of the SIGIF2 platform, including the activation of the existing national monitoring committee for the Voluntary Partnership Agreement on Forest Law Enforcement, Governance and Trade (APV-FLEGT) between Cameroon and the European Union, and the publication of the evaluation report on the APV and MINFOF websites, accompanied by an action plan to implement the committee's recommendations; (iii) the interconnection of the SIGIF2 platform with customs and tax infrastructure and the establishment of a roadmap for the use of these data to improve forestry sector taxation (MINFOF/MINFI). - The project shall also support the national observatory on climate change (ONACC) in the realization of its monitoring reports related to climatological information. This includes specific studies such as the Atlas of Forest Cover Loss between 2000 and 2017 (published in 2021), and the monitoring of climate risks through (updated and enriched) satellite imagery. These supports to ONACC will provide climate information, necessary at a time when Cameroon is internationally committed to developing its National Climate Adaptation Plan (PNC). Details of this support depend on the situational analysis and shall be clarified during the inception workshop.
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Milestones for work package 1 / Output 2	Delivery period
Situational analysis and diagnosis of an SNRI in Cameroon is validated	4 months after the start of the contract
An extended concept for the national research and innovation system is available and has been validated.	5 months after the start of the contract
A permanent consultation framework for an SNRI is operational	11 months after the start of the contract
At least 10 innovative research and development projects are identified	11 months after the start of the contract
International partnership strategy is available and validated	14 months after the start of the contract
A peatland conservation strategy is available and validated	11 months after the start of the contract
Analysis of all actors producing cartographic material is available	3 months after start of the contract
The National Institute of Cartography has all cartographic material in a digital version and uses harmonized cartographic parameters in the production of new material	18 months after the start of the contract
The SIGIF2 platform is operational and connected with customs and tax infrastructure	18 months after the start of the contract

Work package 2 as part of output 3: the contractor plays a major role in the preparation of the next phase of the CAFI-Cameroon partnership via the preparation of a project pipeline for which feasibility studies must be conducted, project documents designed and financing mechanisms at different levels identified and tested. The activities not indicated in the list below, but part of product 3 (ProDoc), are implemented by GIZ.

Activity 3.1.2: Support for the Implementation of Feasibility Studies

The implementation of a project requires conducting studies, primarily during the development phase, to determine the technical feasibility, economic viability, and initial environmental impact aspects of the project. The first of these studies is the Preliminary Economic Assessment (PEA), followed by the Preliminary Feasibility Study, and the Bankable Feasibility Study. All these studies analyse and evaluate the same technical, environmental, and economic factors, but their level of research and detail varies depending on the type of project. A PEA, also known as a scoping study, aims to provide a technical and economic analysis of the potential profitability and expected impacts of projects at an early stage before the finalization of a preliminary feasibility study. Subsequently, the feasibility study itself is a crucial step. This detailed analysis examines the technical and economic feasibility as well as the expected positive effects on forest resource conservation, climate, and the environment. The results of each study address important questions regarding costs, risks, and achieving project objectives. Various methods will be used to ensure a well-founded estimate of feasibility. The Project Coordination between Sectors and Multi-levels and its actors benefits from early involvement of experts to consider relevant aspects. Integrating feedback from stakeholders in sector ministries and decentralized local authorities improves the quality of study results. Future developments will be considered in the feasibility study to ensure long-term success. The study results will be used to determine the measures to be taken to provide a solid foundation for each further project. Ultimately, a meticulous feasibility analysis ensures the base of successful project management. The contractor shall deliver on the following project studies including adequate, corresponding stakeholder involvement:

- Conduct 15 Preliminary Economic Assessments (PEA)
- Conduct 15 preliminary feasibility studies (Pre-Feasibility Studies)
- Conduct 15 feasibility studies
- Realize connected capacity building measures for the Project Steering Unit (UGP)

Activity 3.1.3: Development of the project documents (ProDoc)

Based on the design of the project portfolio (Activity 3.1.1) and the feasibility studies conducted (Activity 3.1.2), project outlines will be developed. These outlines will be discussed and validated within the technical unit for coordination of the CAFI-Cameroon Partnership (see page 83 of the annexed ProDoc for a more detailed description) UGP with the recommendation to develop complete bankable projects (ProDoc) for the selected project outlines. This coordination process will also take place with CAFI. To ensure that project development focuses on green economy and climate aspects and that the design of future investments supported by CAFI regional mechanisms is also aligned with the NDS30 and sectoral strategies, the project includes the development of projects in the following areas: industry and energy (focus on hydroelectric and bioenergy plants); agro-industry (focus on priority crops - current or potential drivers of deforestation and degradation); forest and wood (contribution to climate aspects); mines-metallurgy-steel (contribution to the green mine concept); transport (contribution to aspects of opening up/market access for agricultural products in rural areas). Project development ensures the integration of green economy aspects to combat climate change into national investment plans, thereby contributing to creating a favourable environment for future investments in deforestation-free value chains. It builds on the analysis already carried out by MINEPDED of the main drivers of deforestation, the priorities of the SND30, and the rural sector development strategy (SDRS). The contractor shall realize the following tasks:

1. Develop and submit the Terms of Reference for the Calls for Expressions of Interest (CEI) from implementing agencies to MINEPAT for approval.
2. Coordinate the validation process of received project outlines with UGP and CAFI Secretariat

3. Please note: The selection and engagement of the implementing agencies will then be the sole responsibility of MINEPAT.
4. Please note: The development of the ProDoc and the organization of corresponding workshops will be carried out by the selected implementing agencies under the supervision of MINEPAT.
5. Provide technical support to the respective technical agencies in the development of the ProDocs and support MINEPAT in mobilizing financial resources. Identifying specific financing mechanisms for each ProDoc to be developed includes exploring options and mobilizing (co-)financing from national and international public organizations, as well as credit agreements and the private sector.
6. Please note: The ProDocs will be presented, discussed, and approved by the UGP. They will be aligned with the Lol as the subject of the Cameroon-CAFI partnership beyond the startup phase. It is planned to develop 15 ProDocs. The projects to be developed must ensure sustainability, impact studies on forests, and emission reductions for priority production sectors, integrating concessional financing mechanisms as well as payment for environmental services (PES) mechanisms.

Activity 3.2.1 study to identify innovative financing and incentive mechanisms

This activity aims **to conduct a study** to identify and analyze innovative incentive and financing tools and standardized investment models such as project-/results-based financing, regular budget support, compensatory payments, benefit sharing, etc. This study should also examine the feasibility and financial viability of incentive tools or mechanisms to be proposed and via the UGP implicate the Ministry of Finance (MINFI) in the development of options. **Accompanying Capacity building measures** for the UGP ensure the longer-term sustainability of this activity are an integral part of this activity.

Activity 3.2.2: Support for the Development of a National Innovative Financing System

Based on the study realized in activity 3.2.1, the process of an administrative procedure aimed at defining simplified and adapted procedures for the provision of funds needs to be developed, agreed upon, and adopted by decree. This activity also includes the **development of a procedures manual for financial administration and management** during the call for tenders, selection, and awarding procedures of the recommended and decided incentive systems. Additionally, to promote environmentally friendly, climate-conscious, and deforestation-free value and supply chains, **common definitions and characteristics of the concept of incentive systems and financing models** must be formulated for the various stakeholders, and a common understanding must be established with the key actors. These incentive systems should be developed and utilized within the framework of the various projects and investment plans to be developed. Accompanying capacity building measures for the key stakeholders are integral part of this activity.

Activity 3.2.3: Technical Support for Jurisdictional Eligibility of Potential Financiers for Sustainable Agro-industrial Enterprises

International investors in the agro-industrial sector have jurisdictional eligibility criteria to assess whether a jurisdiction has a progressive program for forest and/or peatland protection and if local authorities are committed to reducing deforestation and protecting valuable ecosystems. To achieve this, it will first be important to **conduct an assessment of Cameroon to determine if the jurisdictional eligibility criteria of potential financiers and sustainable agro-industrial**

enterprises (free from deforestation) are met. It is important to note that in May 2023, the European Parliament and the Council of Member States approved the new European regulation on deforestation-free products, according to which palm oil, coffee, cocoa, and soybeans, among others, can only be imported if their production did not take place on deforested land after December 2020. The regulation will thus come into force and become mandatory after a transition period for companies offering the products concerned on the EU internal market. Therefore, it will be necessary to raise awareness among agro-industries and establish technical and financial facilities for their eligibility for financing deforestation-free agro-industries. One idea is for MINEPAT to **organize a conference on this topic (with key speakers and thematic panels to be organized by the contractor)** to raise awareness among agro-industrial companies about meeting the legal conditions for deforestation-free production. Develop and implement a Capacity building programme for the UGP and related stakeholders.

Activity 3.2.4: Support for the Development of a Municipal Financing Mechanism for Ecological Performance

The Municipal Financing Mechanism for Ecological Performance (MFMPE) is a system that allocates funds from the CAFI trust fund to encourage regions, municipalities, and local land users to adopt practices that promote the protection, sustainable management, and restoration of forests and other natural resources. This mechanism supports these efforts at the municipal and regional levels, in line with their respective land use or development plans (PLADDT/CDP for municipalities or SRADDT/RDP for regions). Payments under the MFMPE are performance-based, evaluated according to the commitments defined in the PLADDT and their impact. The MFMPE can rely on the information management system developed by CAFI at the regional level and adapt it to its needs, with guidance necessary for this purpose. The ultimate goal is for this mechanism to be managed nationally through a dedicated management unit (Ecological Municipal Financing Management Unit – UG-FME) within a national organization with direct access to the CAFI fund (e.g., the Special Fund for Equipment and Intermunicipal Intervention - FEICOM or other accredited organisations). Additionally, the support within this activity includes advisory services to municipalities and regions in the following areas:

1. Prioritizing sustainable investments for ecological transition, sustainable management, conservation, and restoration of forests.
2. Supporting the preparation of funding applications.
3. Ensuring that applications comply with applicable standards.

In collaboration with GIZ and MINEPAT, the contractor is asked to

- Conduct an in-depth analysis on the requirements for the institutional framework during the first year of project implementation. This relates to aspects of funding requests, prioritization of support applications as well as the governance structure to be set up or membership reconfirmed. The contractor is to support the setup and operations of the municipal financing mechanism including capacity building measures.
- develop the institutional framework in collaboration with FEICOM
- design and implement the necessary processes, procedures, and support documents including a procedures manual, subject to approval by the CAFI Project Coordination UGP and, in the eventually mandated organisation (e.g. FEICOM)
- support the institutional setup and agreements between CAFI and the eventually mandated organisation, e.g. FEICOM, to manage financial transfers and administration according to the national access procedures of the CAFI trust fund currently being developed.
- strengthen the necessary capacities within the Project Coordination UGP and the eventually mandated organisation, e.g. FEICOM

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- support the testing of the MFMPE in a municipality targeted by the CAFI co-financed Capacity Building Project in Land Use Planning during semesters 5 and 6 of the project. PRODOC
- Realize an independent financial audit of the financial mechanism and the mandated organisation annually
- support the MINEPAT in identifying, recruiting, and strengthening the capacities of an independent reputable technical entity to validate the technical standards of improved forest/land use measures including the development of indicators to reward land users and their respective municipalities.
- Support for the accreditation process of the eventually mandated organisation, e.g. FEICOM, with the CAFI Fund and the Green Climate Fund (see <https://www.greenclimate.fund/accreditation/process>).
- Here too the inception workshop shall confirm specific application mechanisms based on the official FEICOM accreditation and mandate.

Work package 2:

Milestones for work package 2 / Output 3	Delivery period
5 PEAs, pre-feasibility studies and feasibility studies are available and validated	11 months after the start of the contract
10 additional PEA, pre-feasibility and feasibility studies are available and validated	12 months after the start of the contract
CAFI-Mechanisms are introduced	15 months after the start of the contract
Complete project pipeline (PEA, (pre-)feasibility studies and ProDoc) including 15 project proposals is available	20 months after the start of the contract
Study on the analysis of innovative incentive and financing tools as well as standardized investment models for Cameroon is available and validated	20 months after the start of the contract
Procedures manual is available for financial administration and management during the call for tenders	7 months after the start of the contract
assessment of Cameroon to determine if the jurisdictional eligibility criteria of potential financiers and sustainable agro-industrial enterprises (free from deforestation) are met	17 months after the start of the contract
A conference with 102 participants in Yaoundé is organized for one day mobilizing 3 to 5 international keynote speakers on the topic of the EUDR and private sector engagement in deforestation free value chains in Cameroon	18 months after the start of the contract
in-depth analysis on the requirements for the institutional framework of a municipal payment system for environmental performance	8 months after the start of the contract

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Based on the analysis, an institutional framework is developed in collaboration with FEICOM	11 months after the start of the contract
Required processes, procedures and support documents are available and approved	14 months after the start of the contract
One annual independent audit is conducted	19 months after the start of the contract
MFMP Mechanism piloted in one Municipality	20 months after the start of the contract
5 capacity building measures (5-day trainings) realized in Yaoundé	20 months after the start of the contract

2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required materials, equipment and consumables available and covers their operating and administrative costs.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.
- All activities from work package one are allocated to output 2 of the PCIM project, whereas all activities from work package two are allocated to output 3 of the PCIM project.

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 and impacts that have occurred in the contractor's sphere of responsibility
 - Results and impacts that have occurred outside the contractor's direct sphere of responsibility (with project partners, political counterparts, other CAFI projects))
 - Risks that emerge during project implementation

As the project is co-financed by CAFI, two types of reporting requirements have to be respected. CAFI requests for financial (each trimester) and narrative reporting (each semester) according to its' [manual of procedures](#). For the BMZ financed part, annual reporting on project progress and budget consumption are required.

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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: narrative reports for CAFI in French, financial reports for CAFI in English and reporting elements for BMZ in either English or German (to be chosen. Reporting templates shall be agreed upon at the beginning of the contracting period to allow for smooth processes and efficiency.

- Inception report is due 3 months after the contract start and shall focus on the critical reflection of the methodological approach suggested in the tender to allow for eventual adjustments. The inception report shall also lay out the workplan for the achievement of both work packages. A maximum of 30 pages is desirable
- Interim report(s) are due each semester, two months ahead of the deadline for submission of narrative reports to the CAFI secretariat and in January of each calendar year for the submission of annual reports to BMZ
- Final report is due no later than the end of the contract.

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: in preparation for international conferences such as the COP UNFCCC, the contractor might be asked to contribute via communication material to the visibility of his contribution to the project objectives
- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

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 and who would alone define the nature of such data and how such processing would be carried out. 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. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to 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

The contractor has to be familiar with the Capacity WORKS approach and join other trainings provided and considered necessary by the GIZ team.

Safeguards and gender measures with specific reference to services: the Contractor should show gender-sensitivity in all interventions, products and processes of the consultancy and provide or be open to join training on the subject.

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

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

Gender equality:

- There is an acute need for sensitization among stakeholders, intermediaries and beneficiaries on gender empowerment aspects, where much innovation is required to reflect the specific needs of the specific locality and target groups. This also requires promoting peer learning and active dialogues among different groups to ensure adequate dispersion of information and results to encourage people (who are out of the project benefit circle) to talk and seek support at different levels, from local government authorities to line ministries

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- The project will act throughout its operations gender sensitive in the sense, that gender implications of support to relevant information and consultancy services will be considered whenever possible. The project shall ensure that gender does not mean to be “women-centric”, it is applicable to all genders equally.

By following these safeguards, the Contractor will support the project to advance gender equality alongside forest protection and sustainable forest management, in particular:

- Ensure representativity of women in technical workshops, decision making processes and study trips;
- Strengthen capacities for civil society organizations to defend interests in meetings and workshops organized by the contractor particularly the interests and needs of women;
- Encourage participation of civil society organizations that have shown gender sensitiveness and awareness;
- Always promote approaches that are gender sensitive in communication and knowledge management;
- Make use of GIZ’s toolbox for gender equality and the tool developed by IKI projects to ensure gender sensitive event management;
- Disaggregate monitoring data by gender, also on attendance sheets;
- Include gender sensitive orientation / potential positive impacts on gender equality in the criteria for selection of projects to form part of the pipeline (output 3) and include gender analyses in the development of project documents and feasibility studies;
- Include the specific needs and potential barriers of women and vulnerable groups in the concept for a municipal payment for ecosystem services payment scheme (activity 3.2.4) as well as in the other financial instruments to be developed;
- Establish criteria for affirmative action on gender in incentive tools, procedure manuals, and project selection criteria to promote equity in access to innovative funding (activities 3.2.1 and 3.2.2);

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

- Develop criteria for the environmental sustainability of financing mechanisms in large scale agro-industrial investment projects
- Advice on implementing of criteria for environmental sustainability
- Capacity building for partners on criteria for environmental sustainability in investment projects
- Mainstream the overall vision of CAFI which is the promotion of green economic development and the reduction of drivers for deforestation and degradation of forests
- Systematic consideration of existing environmental risks and risk-reducing measures in forest protection and management;
- Awareness-raising measures and capacity development for elected representatives and professional staff of the partner organisations (at various levels) as well as other beneficiaries;
- Provision of information on environmental and nature-based solution standards and approaches to solutions (e.g. on national and international exchange formats), especially to

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improve the perception of deforestation risks at municipal level and to promote comprehensive risk-oriented approaches.

- Sensitisation of authorities with regards to prevention, protection and management of ecosystems as well as for maintaining or restoring the ecological balance in neighbouring forests.

Conflict and context sensitivity:

- Planning processes are highly political, which could hamper implementation of new methods (especially those that improve transparency, inclusiveness, accountability), thus, a wide range of discussion/dialogues will be conducted with stakeholders at various administrative levels and other beneficiaries.
- Capacities of municipal officials and public representatives are very low, which will require intensive backstopping support locally and at national level. This requirement has been considered while designing instruments including HR concept and capacity development strategy.
- Strictly respect political neutral position and transparent communication at all levels
- The contractor is responsible for application of adequate measures to minimize risks of corruption, conflict of interests and misuse of funds according to applicable regulation and also in respect of potential reputational risks
- Support MINEPAT in its role of coordinating different sectoral ministries and interests and aligning them on the vision formulated in the NDS30
- Reinforcing where possible coordination mechanisms between different administrative levels (municipalities, departments, regions, etc.)
- Emphasize realistic monitoring systems (that can be sustained on proper resources) when conceiving payment schemes / financial instruments / monitoring of NDS30 indicators
- Sensitize on importance of participation in decision making processes and reforms, introduce requirements of FPIC where appropriate
- Ensure effective participation of civil society stakeholders and representatives of minority groups in platforms, workshops and decision-making processes
- Clarify how transparency in decision making processes can be assured with all stakeholders

Human rights:

- The project adopts a human rights-based approach across its activities by promoting principles of equality, non-discrimination, participation, accountability, and transparency. This includes ensuring that all individuals, regardless of gender, ethnicity, age, disability, religion, or socioeconomic status, have justifiable access to project benefits, services, and decision-making processes.
- Special attention will be given to vulnerable and marginalized groups—such as indigenous communities living in and from forests, or those displaced by deforestation, who are often excluded from formal planning and public service delivery systems. Their inclusion will be actively pursued through targeted outreach, needs assessments, and participatory methods embedded in planning and implementation cycles.
- Awareness-raising on human rights principles and their integration into local governance practices will be conducted for municipal officials, public service providers, and community leaders. This will be complemented by capacity development initiatives aimed at

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strengthening institutional accountability and responsiveness to human rights concerns in urban settings.

- Strengthening awareness, social communication, and citizen participation in climate action planning.
- The project will support the creation of feedback and grievance mechanisms at both city and national levels to ensure that citizens can raise concerns and claim their service rights effectively. These mechanisms will be designed to be transparent, accessible, and culturally appropriate, especially for women, youth, and marginalized groups.
- Consult the National Institute for Human Rights (or other appropriate national institutions) in the development of the project pipeline
- Include aspects of the national plan for the development of indigenous population (PNDPA) concerning their implication in (local) decision making processes

Finally, the project will promote peer learning and knowledge exchange on best practices in rights-based forest protection and management, both nationally and locally - through structured dialogue formats, study visits, and community-based workshops. This will enhance the long-term ability of institutions and communities to uphold human rights within the framework of forest protection and management.

Security precautions:

- As the contractor will use the fleet management of GIZ, all movements must respect orientations from the security and risk management office of GIZ (RMO)
- The security and risk management is under the responsibility of the contractor, however, if requested, GIZ can share information on security relevant incidents and recommend precautionary measures to be taken
- Tensions between the French- and the English-speaking regions of Cameroon (mainly in the Northwest and the Southwest) need to be carefully considered;
- Given the evolving political context and frequent shifts in local power structures in Cameroon, especially in rural areas, the contractor shall incorporate robust security considerations throughout its design and implementation. While Cameroon remains generally stable, prevailing political situation, particularly around elections or policy changes, can disrupt public services, mobility, and stakeholder engagement. These factors will be assessed proactively during planning and scheduling of field activities to minimize risk and delays.
- Close collaboration with local government institutions, and community leaders will help establish early warning systems and ensure that activities are context-appropriate and responsive to emerging local tensions.
- The project will apply conflict-sensitive planning and transparent decision-making mechanisms to manage conflicting interests, especially around forest land use, forest management prioritization, and resource allocation. Participatory planning processes and capacity development in negotiation and consensus-building will be integral to diffusing potential conflict and security issues.
- Regular dialogue with local representatives of the development partners, diplomatic missions, NGO's, municipal staff, and other forest initiatives to be maintained to stay informed of local security dynamics and to harmonize response strategies. If any security-relevant requirements are to be complied with, these shall be explicitly specified and integrated into project planning and implementation.

- However, it is expected that the contractor will take final decisions and undertake necessary safety and security measures as per their own organizational rules and regulations to ensure timely delivery of the assigned deliverables.

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 sectoral areas 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 concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- conducting 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).

Section 1.2.2 of the assessment grid, mapping of actors, is not applicable.

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 as indicated under point 2.5

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 (see section 2) for which it is responsible. Therefore, the contractor is required to focus here more on the strategic approach and the interlinkages between the different activities in his field of responsibility.

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

Not applicable.

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

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

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)

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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).

Human rights

The tenderer is required to outline in the tender how it can prevent negative impacts on the human rights situation in its area of responsibility and how it can improve the human rights situation through corresponding measures (see also requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	3 points out of 10 (maximum)
Requirement: 'Human rights':	2 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.

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

Not applicable.

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

Not applicable.

3.4.4 Monitoring
(section 1.4.4 of the assessment grid)

In the tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements
(section 1.5 of the assessment grid)

Not applicable.

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 and age.

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.

The composition of the experts to be assigned will allow the project to draw on various fields of expertise, when required, while remaining flexible and responsive to the needs of the government partners and commissioning parties (BMZ/CAFI).

The proposed personnel (experts Nr. 1 and 2) shall be available from the beginning of the envisaged start date of the contract. The offer should illustrate how the qualifications of the proposed personnel complement each other to ensure the availability of the requested competences. The proposal (along with detailed CVs) for any specific experts (not nominated in the offer) under the expert pools shall reach GIZ at least four weeks prior to the commencement of the assignment for approval.

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Expert 1: Team leader and responsible expert for work package 1 with international experience (section 2.1 of the assessment grid)

This position is a key expert. A CV for this expert must be attached to the tender as an annex.

Tasks of expert 1: (Team Leader)

- Overall responsibility for the advisory packages of the contractor
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the project at local and national level
- Design, implementation, monitoring and evaluation of capacity development measures for local partners in the following areas: national research and innovation system as well as cartographic harmonisation and digitalisation
- Responsibility for taking cross-cutting themes into consideration (for example, gender equality, conflict sensitivity, human rights)
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting experts
- Ensuring that monitoring procedures are carried out
- Regular reporting in accordance with deadlines
- Responsibility for checking the use of funds and financial planning in consultation with the commission manager at GIZ
- Supporting the commission manager in updating and/or adapting the project strategy, in evaluations and in preparing a follow-on phase
- Support the establishment and operationalization of a consultation framework for the scientific and innovation system
- Follow up on innovative projects financed by a counterpart funding
- Research on funding for research and innovation activities

At the same time, expert 1 is also the lead technical expert for work package 1, with the following tasks:

- Steering the overall work package process to ensure the various tangible products (studies, analyses, proposals, etc.) are being developed and made available in due time;
- Development of a situational analysis and diagnosis of an SNRI
- Development of an extended concept for the national research and innovation system as described above
- Support the establishment of a permanent consultation framework for SNRI
- Support the process to identify 10 innovative research and development projects
- Develop an international partnership strategy including the steering of the corresponding stakeholder processes
- Development of a national conservation peatland strategy
- Actors' analysis producing cartographic materials
- Operationalisation of the SIGIF2 platform

Qualifications of expert 1: Team Leader

Education/training (section 2.1.1 of the assessment grid):	University degree ('Master's or German Diplom') in remote sensing, geographical information systems
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Language (section 2.1.2 of the assessment grid):	Knowledge of French C1-level in the Common European Framework of Reference for Languages (7 out of 10 maximum points) Knowledge of English C1-level in the Common European Framework of Reference for Languages (3 out of 10 maximum points)
General professional experience (section 2.1.3 of the assessment grid):	9 years of professional experience in integrating environmental sustainability into development policies (including budgets / plans and strategies) or the promotion of green economy
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in change management, collaboration with academia and support of framework conditions favourable to innovation (4 points out of 10 maximum points) 3 years of professional experience in remote sensing or Geographical Information Systems (2 points out of 10 maximum points) 3 years of professional experience in project development and acquisition of financing (2 points out of 10 maximum points) 3 years of professional experience related to the management / restoration of peatlands (2 points out of 10 maximum points)
Leadership/management experience (section 2.1.5 of the assessment grid):	3 years of management experience in projects, companies or other organisations with disciplinary leadership responsibility for 5 people or more including experts with annual budget responsibility for 200 000 € or more
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	5 years of professional experience in EU (5 out of 10 maximum points) 5 years of professional experience in 2 other tropical forest countries outside Cameroon (5 out of 10 maximum points)
Professional experience in the country/ region of assignment (2.1.7 of the assessment grid):	3 years of professional experience in Central Africa (in accordance with UN DESA Statistics Division) (6 out of 10 maximum points), of which 1 year experience in Cameroon (4 out of 10 maximum points)
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	5 years of experience in dealing with senior level government officials (5 out of 10 maximum points) and local level stakeholders (5 out of 10 maximum points).

Expert 2: Project officer (technical/administrative) with national experience (section 2.2 of the assessment grid)

This position is a key expert. A CV must be attached to the tender as an annex.

Tasks of expert 2

- Support of day-to-day project management in the country

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- Provide technical and other sectoral support for Work Packages 1-2,
- Administrative, organisational and logistic tasks,
- Support organisation of short-time assignment (e.g. organisation of training sessions, site visits, etc.
- Document management, reporting, impact monitoring, progress monitoring, etc.
- Organisation of workshops and other events, meetings, etc.
- Support the elaboration of key documents (e.g. sector analyses, ProDocs, etc.) through research activities, stakeholder dialogues (including surveys, interviews, etc.), compilation of contributions, etc.
- Supporting stakeholder dialogue and outreach activities

Qualifications of expert 2

Education/training (section 2.2.1 of the assessment grid):	University degree ('master's or German Diplom') in Environmental Management, Forests Management, Natural Resources Management, Economics, Geography or Business Administration
Language (section 2.2.2 of the assessment grid):	Knowledge of French C1-level in the Common European Framework of Reference for Languages (7 out of 10 maximum points) Knowledge of English C1-level in the Common European Framework of Reference for Languages (3 out of 10 maximum points)
General professional experience (section 2.2.3 of the assessment grid):	3 years of professional experience in the sector environmental management or natural resources management
Specific professional experience (section 2.2.4 of the assessment grid):	2 years of professional experience in project coordination/management
Leadership/management experience (section 2.2.5 of the assessment grid):	Not applicable.
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):	3 years of professional experience in Cameroon
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	Not applicable.
Other (section 2.2.9 of the assessment grid):	Not applicable

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Expert 3: Pool 1 ‘national expertise for work package 1’ with 3 experts (section 2.3 of the assessment grid)

A CV for each expert must be added to the tender.

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 1

- Conduct a baseline study of the current research and innovation system as well as on of the existing digital mapping and satellite imageries (including processes for filing, sharing, access, property rights, etc.)
- Identify financing mechanisms for activities of research and innovation
- Develop capacities on data management and protection
- Co-develop a strategy for international research partnerships to capture technologies and knowledge with an added value for Cameroon
- Identification and co-development of a strategy for moor/peatland preservation in Cameroon

Qualifications of the expert pool 1

Education/training (section 2.3.1 of the assessment grid):	1 expert with a university degree ('master's or German Diplom') in remote sensing, spatial sciences, geodetics or geo data science (4 out of 10 maximum points) 1 expert with a university degree ('master's or German Diplom') in data science, information technology (3 out of 10 maximum points) 1 expert with a university degree ('master's or German Diplom') in ecosystem sciences, ecology or comparable domain (3 out of 10 maximum points)
Language (section 2.3.2 of the assessment grid):	Each expert with knowledge of French C1-level in the Common European Framework of Reference for Languages (7 out of 10 maximum points) Each expert with knowledge of English B2-level in the Common European Framework of Reference for Languages (3 out of 10 maximum points)
General professional experience (section 2.3.3 of the assessment grid):	1 expert with 5 years of professional experience in the design and implementation of forest-/environment-related research programmes (4 out of 10 maximum points) 1 expert with 5 years of professional experience in the development of databases and online information systems (3 out of 10 maximum points) 1 expert with 5 years of professional experience in the sector of moor/peatland protection and preservation (3 out of 10 maximum points)

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Specific professional experience (section 2.3.4 of the assessment grid):	1 expert with 3 years of professional experience in the sector of academic partnerships and acquisition of financing for research activities (4 out of 10 maximum points) 1 expert with 3 years of professional experience in the design and implementation of infrastructure and processes of IT-systems for digital mapping and imageries (3 out of 10 maximum points) 1 expert with 3 years of professional experience in the development and implementation of moor/peatland protection and preservation strategies (3 out of 10 maximum points)
Leadership/management experience (section 2.3.5 of the assessment grid):	Not applicable.
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):	Each expert with 5 years of professional experience in Cameroon
Experience in the field of development cooperation (section 2.3.8 of the assessment grid):	Not applicable.
Other (section 2.3.9 of the assessment grid):	Not applicable.

Expert 4: Pool 2 ‘international expertise for work package 2’ with 15-18 experts (section 2.4 of the assessment grid)

In derogation from the number of experts mentioned above, **3 CVs** must be added to the tender. The ability of the tenderer to offer the pool of experts required here is assessed solely on the basis of these exemplary CVs.

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 2

- Coordinate and support the realization of pre-feasibility studies for 15 projects (5 experts)
- Coordinate and support the realization of feasibility studies for 15 projects (5 experts)
- Coordinate and support the preparation of 15 project documents (8 experts)
- Develop the required technical tools for national innovative financing mechanisms
- Deliver keynote speeches on the occasion of a conference on the topic of private sector investment in agro-industrial businesses towards sustainability (or, possibly, on other similar occasions/high-level events)

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- Advice on organisational development for the setup of a municipal financing mechanism for ecosystem services (MFMPE)
- Support the accreditation of a national structure (to be identified) for the CAFI fund and the Green Climate Fund
- Elaborate technical tools required (manual of procedures, technical norms, etc.) for the MFMPE
- Co-develop incentives for the private sector
- Co-develop strategic investment plans
- Capacity Building on the development of (pre-) feasibility studies for relevant stakeholders

Qualifications of the expert pool 2

Education/training(section 2.4.1 of the assessment grid):	2 experts with a university degree ('master's or German Diplom') in macro-economics, economics, business administration or finance (6 out of 10 maximum points) 1 expert with a university degree ('master's or German Diplom') in natural resource management, environmental management, climate sciences or related domain (4 out of 10 maximum points) Additionally, for implementation (not part of assessment): 15 experts with a university degree ('master's or German Diplom') in domains coherent with the topics of the projects to be developed such as the restoration of abandoned mining sites, promotion of payment for environmental services and private sector engagement or green economy
Language (section 2.4.2 of the assessment grid):	Each expert with knowledge of French C1-level in the Common European Framework of Reference for Languages (7 out of 10 maximum points) Each expert with knowledge of English C1-level in the Common European Framework of Reference for Languages (3 out of 10 maximum points)
General professional experience (section 2.4.3 of the assessment grid):	1 expert with 5 years of professional experience in the sector of sustainable climate finance (including mobilization of financing mechanisms) (4 out of 10 maximum points) 1 expert with 5 years of professional experience in sustainable agro-industrial (deforestation-free) private sector development (3 out of 10 maximum points) 1 expert with 5 years of professional experience in environmental (forest-related) policy and governance (3 out of 10 maximum points)
Specific professional experience (section 2.4.4 of the assessment grid):	1 expert with 3 years of professional experience in collaboration with municipalities for the mobilization of financing mechanisms e.g. via funds or competitions (3 out of 10 maximum points) 1 expert with 3 years of professional experience in the design and realization of deforestation-free value chains (4 out of 10 maximum points) 1 expert with 3 years of professional experience with the advisory of national and local governments to design and

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	enforce environmental, forest-related policies (3 out of 10 maximum points) Additional specific experience for the 15 experts in the pool developing topics not yet specified (not part of the technical assessment): • Design and elaboration of (pre-)feasibility studies for agro-industrial, deforestation-free business activities and projects • National accreditation of GCF or CAFI Fund • Reduction of drivers of deforestation and forest degradation • Mobilization of private sector entities and the development of strategic investment plans
Leadership/management experience (section 2.4.5 of the assessment grid):	Not applicable
International professional experience outside the country/region of assignment (section 2.4.6 of the assessment grid):	Each expert with 3 years of professional experience in EU countries.
Professional experience in the country/ region of assignment (section 2.4.7 of the assessment grid):	Each expert with 2 years of professional experience in Central Africa (in accordance with UN DESA Statistics Division) (7/10 points), 1 year of professional experience in Cameroon (3/10 points)
Experience in the field of development cooperation (section 2.4.8 of the assessment grid):	Not applicable.
Other (section 2.4.9 of the assessment grid):	Not applicable.

Expert 5: Pool 3 ‘national expertise for work package 2’ with 18 experts

The experts in this pool are not part of the technical assessment, so no CVs need to be submitted with the tender. The qualifications specified for the pool 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.

The experts with national experience in this pool will pre-dominantly be assigned to the development of project documents to be submitted to CAFI in future, following the path described above in different maturity steps: commencing from preliminary economic assessments, pre-feasibility studies, feasibility studies to, eventually, 15 bankable project documents. The technical scope of these studies is not pre-determined and therefore, the required expertise is not entirely clear yet.

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Tasks of the expert pool 3 (including but not limited to):

- Conduct preliminary economic assessments
- Realize pre-feasibility studies for 15 projects
- Realize feasibility studies for 15 projects
- Support the preparation of 15 project documents
- Develop a study on permanent financing mobilization for the projects
- Develop a study on national innovative financing mechanisms
- Develop the required technical tools
- Develop a study on the current state of juristic eligibility criteria
- Conduct status-quo analysis of related regulatory framework, institutional set-up and governance structure,
- Advice on organizational development for the setup of a municipal financing mechanism for ecosystem services (MFMPE)
- Elaborate technical tools required (manual of procedures, technical norms, etc.) for the MFMPE
- Develop incentives for the private sector
- Develop strategic investment plans
- Support and accompany MINEPAT in following up the pilot testing

Qualifications of the expert pool 3

Education/training	A university degree (master's) in the respective fields of expertise.
Language:	Each expert with knowledge of French C1-level in the Common European Framework of Reference for Languages Each expert with knowledge of English C1-level in the Common European Framework of Reference for Languages
General professional experience:	5 years of professional experience in the directly related relevant sector for the respective experts. Preliminarily expected scopes: • Design and implementation of environmental safeguards • Ecologic restoration • Development of financial incentive systems • Private sector mobilization and incubation for green economy • Reforming frame conditions for green economic development • Agricultural development and innovation; • Extension services and agro-forestry development • Agro-industrial (deforestation-free) value-chain development; • Sustainable sound management and restoration of mining sites, • Contract farming and results-based payment schemes
Specific professional experience:	3 years of professional experience in relevant field including the experience with specific tools, software packages, standards, etc.

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Leadership/management experience:	Not applicable.
International professional experience outside the country/region of assignment:	Not applicable.
Professional experience in the country/ region of assignment:	Each expert with 5 years of professional experience in Central Africa (in accordance with UN DESA Statistics Division), of which 3 years in Cameroon
Experience in the field of development cooperation:	Each expert with 3 years of experience in development cooperation projects
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 the United Nations Statistics Division methodology for country assignments.

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.

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

5.1 Assignment of experts

In your tender, please do not deviate from the specification of quantities 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

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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.

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)	Number of international flights	Number of national flights
Expert 1: Team leader	0	420	420	Yes	2	0
Expert 2: Project officer	0	420	420	No	0	0
Expert 3: Pool 1 national expertise work package 1	0	245	245	No	0	0
Expert 4: Pool 2 international expertise work package 2	118	119	237	No	24	0
Expert 5: Pool 3 national expertise work package 2	0	695	695	No	0	0

5.2 National administrative staff

– Not applicable –

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.

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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.

5.3.2 Travel expense requirements

The travel expenses must be costed as follows by the contractor. The specified costs are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual amounts. The corresponding costs are to be entered into the price schedule by the tenderer. **Higher costs are not to be included in the tender:**

Travel expenses item	Quantity/budget
Total number of international flights	26 flights
Total number of regional/national flights	0
CO ₂ offsets for flights	3,900 EUR An unalterable budget for CO ₂ offsets for settlement against evidence is specified.
Transfer costs	26 travel
Per-diem allowances (Expert 1, Expert 4)	150 days
Accommodation allowances (Expert 1, Expert 4)	150 nights
Per-diem allowances (Expert 2, Expert 3, Expert 5)	100 days
Accommodation allowances (Expert 2, Expert 3, Expert 5)	100 nights
Visa acquisition costs	26

Per-diem allowances (Expert 1, Expert 4) are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

For Expert 2, Expert 3 and Expert 5 tenderers may offer per-diem allowances up to EUR 35.00. The expenses will be reimbursed on a lump-sum basis in the contractually agreed amount.

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount:

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- Flight costs.

Notes on the settlement of accommodation allowances outside Germany:

1) Expert 1, Expert 4:

For the country Cameroun, tenderers may offer accommodation allowances up to EUR 206.25. This is 75% of the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement. The expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.

2) Expert 2, Expert 3 and Expert 5:

For the country Cameroun, tenderers may offer accommodation allowances up to EUR 30.00. The expenses will be reimbursed on a lump-sum basis in the contractually agreed amount.

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

Please note: These travel expense items do not cover contract-related costs in the country of assignment (see section 3.6.2 of the General Terms and Conditions). Please cost these items, if applicable, in the price schedule under '2.2 Costs related to the contract in the country of assignment'.

5.4 Materials and equipment

Budget for materials and equipment: EUR 8,000 EUR

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence).

The project disposes of office space in a GIZ rented building. Additionally, the partner MINEPAT rented a building with funding from CAFI for the different projects to be implemented during the starting phase. In this building, one apartment is foreseen for the CAFI PCIM project including 4 furnished offices and a meeting room.

Made available free of charge by the project executing agency (local project partner) for the duration of the contract.	Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
4 furnished workstations and a meeting facility to be used together with the GIZ staff	2 furnished offices for permanent staff as well as up to 3 offices for experts, including internet connection and server	IT equipment including modems for internet connection in the offices of the partner building (for 2 work stations)

5.5 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer. **Higher lump sums are not to be included in the tender.** The lump sum must include all the costs involved in the proper running of the offices and vehicles.

Operating costs such as water, electricity and internet consumption are provided by GIZ and/or the political counterpart.

	Months	Lump sum up to per month
Office operating costs	20	740
Vehicle operating costs	20	700

5.6 Workshops, education and training

Workshop budget: EUR 119,000 EUR

The fixed, unalterable budget above is earmarked for 28 one-day workshops with 37 participants (each) in Yaoundé and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops.

- Room hire
- Catering
- Workshop materials

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

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 25,000 EUR.

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 30 pages (not including the cover page, list of abbreviations, table of contents, brief introduction and CV for the backstopper). 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 of the ToRs must be in the EU format and not more than four pages in length. The CVs can also be submitted in English or French.

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)
- Language competences indicating level related to the European Framework of Reference for Languages (e.g. C1, B2).

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 options if it wishes to expand the tendered services. This is described in detail below.

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 overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

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 co-financing 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 1,200,000 for a term of up to 2.5 years.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for co-financing 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.

8. Annexes

- Project Document (ProDoc) (in French)
- Results model (in French)
- The national development strategy of Cameroon, NDS 30 (SND 30)