

**Terms of reference (ToRs) for the procurement of services below 20.000 EUR**



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**Development of training material of financial excellence for the miller business school of the rice sector** **Project number: 21.2199.4-300.00**

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## **0. List of abbreviations**

AfDB	African Development Bank
AGRA	Alliance for Green Revolution Africa
AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2020
BMGF	Bill and Melinda Gates Foundation
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CARP	Competitive African Rice Platform
CARI	Competitive African Rice Initiative
ERO	ECOWAS Rice Observatory
IsDB	Islamic Development Bank
MLE	Monitoring, Learning & Evaluation
MOVE	Market-oriented value chains for jobs and growth in the ECOWAS region
SRP	Sustainable Rice Platform
ToRs	Terms of reference
WB	World Bank

## 1. Context

The Market-Oriented Value Chains for Jobs and Growth in the ECOWAS Region (MOVE) project is commissioned by the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) and co-financed by the Bill and Melinda Gates Foundation (BMGF) and the European Union (EU). The project is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The overall objective of MOVE is to build market-oriented and resilient value chains (rice and cashew) that contribute to the creation of income and employment in the ECOWAS region. Specifically, the goals of MOVE are:

- Increasing the value creation of processing in the ECOWAS region
- Improving the economics/environmental sustainability of agricultural systems
- Improving the marketing of regional products
- Disseminating good practices in promoting inclusive business models
- Strengthening public-private cooperation in policy making

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

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MOVE works in the rice value chain and uses rice mills as the main entry point. This assignment is specific to the rice value chain (CARI). Rice is the fastest growing food source in Africa. Demand for rice has been growing faster than anywhere else in the world in recent years and is far outstripping the sub-region's population growth. In West Africa, local production covers only 60% of current demand and yield growth rates lag far behind population growth rates.

As integral part of MOVE's activities to promote rice production and processing within the ECOWAS region, the contractor is responsible for providing a training manual about financial excellence as part of the CARLcademy milling school.

## 2. Tasks to be performed by the contractor

In detail the contractor is responsible in:

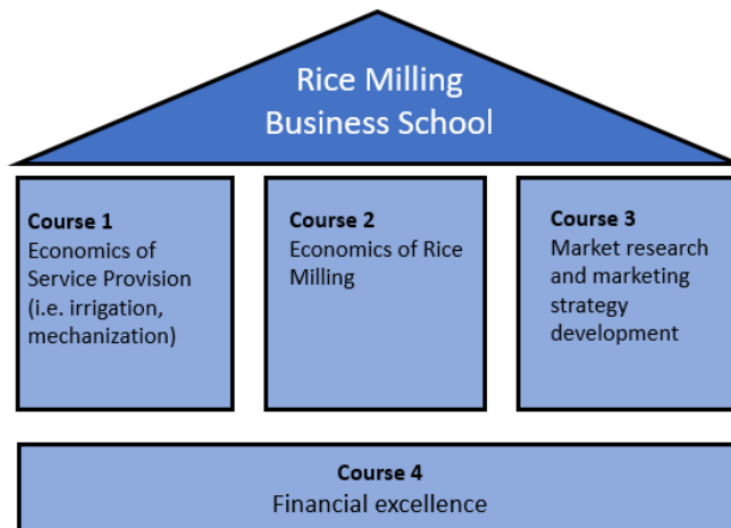
1. Develop capacity development course containing following content:

The contractor shall develop content and materials for capacity development courses for management and staff of rice mills and other rice value chain players to attend. The approach for these courses shall be modular and fit under an umbrella of a "CARLcademy milling school". The long-term vision of the CARLcademy milling school is to build a pool of technical and managerial expertise amongst management and staff of rice mills and other value chain players. Additionally, participants will benefit from exchanges and mutual learning amongst themselves. It is envisioned that mill management and staff (e.g., mill

managers, warehouse managers, etc.) will build their technical capacity. At the same time, the courses shall also be suitable to external experts that function as independent consultants or experts in the future. This would pave the way for a national or regional expert pool. The final deliberations on the concrete approach shall be done between the MOVE team and the contractor during the contract period.

The contractor shall communicate and collaborate very closely with the human capacity development component of the MOVE project when developing the courses. This communication shall be facilitated by the MOVE team itself. Gender Transformative Approaches (GTA) shall be considered in all courses and materials developed, with specific attention to addressing needs, learning styles, and environment of women and youth in the rice sector.

The following chart depicts the draft structure of the rice milling business school (names may still change during the contract duration):



The courses that are currently in the making are (independently of this contract): (a) Course 1: Economics of service provision; (b) Course 2: Economics if rice milling; and (c) Course 3: Market research and marketing strategy development. This means that the consultant needs to communicate with others service providers for a clear differentiation and for addition for the fourth course (d) Course 4: Financial excellence.

The contractor is expected to include key players of the industry for the creation of the content such as development banks, commercial banks or other financial institutions relevant to the sector in the MOVE countries. Additionally, the key players from the industry should also be included in the verification process of the manual, such as business advisory services and milling specialists.

Sound financial management is a crucial skill for running and growing milling operations. It's essential to manage working capital as a mill so you can purchase the extra paddy from the farmers that have been trained, and enough paddy to utilize the efficient milling equipment you bought. Most mills require working capital loans for paddy procurement, and may also be instrumental in obtaining access to input finance for their farmers. However, in order to manage your finances, and obtain credit, you need proper financial records. And systems to build records. However, most African SMEs don't keep proper financial records and don't understand the importance. Making investment decisions also requires financial planning, often over multiple years. Finally, most businesses in Africa don't know their own cost price, and therefore set the wrong sales prices and priorities for cost cutting

The content of the course financial excellence will contain the following, amongst others:

- Bookkeeping and record keeping & understanding financial records.
- Cost price calculations
- Managing cashflow throughout the season
- Sales and budget forecasting and how this affects sourcing and milling operations
- Milling equipment requirements and the required investment planning.
- The process of obtaining working capital and investment capital: bank requirements, procedures, time required
- Financial plan development

The course will have a total duration of around three days with the possibility of extending the course to four days.

Deliverable under this task: training materials on financial excellence

Specifically, the contractor shall work very closely with the MOVE team for obtaining feedback and calibrating the right mix of training approached for the course (specially for the facilitation guide, but also other documents).

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

<b>Milestone</b>	<b>Estimated deadline</b>
Develop course materials	September - October 2022
Conduct alpha, beta, and pilot testing	November 2023
Submission of final materials	End of November/Beginning of December 2023

Period of assignment: **01.09.2022 until 31.12.2023.**

### 3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 0 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

#### Technical-methodological concept

**Strategy:** The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 0).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 0 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 0.

#### Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.  
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2022

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

### 4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 5), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points

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## **Team Leader**

### Tasks of the team leader

- Overall responsibility for the task (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners, and other players involved in the activities
- Management expert and quality control of deliverables
- Regular reporting in accordance with deadlines

### Qualifications of the team leader

- Education/training (2.1.1): Masters qualification in Economics & Business Administration or Development Studies
- Language (2.1.2): Fluent in English (C1) and French (C1)
- General professional experience (2.1.3): 10 years of professional experience as an economic development contractor with a focus on private sector development & cooperation in value chain development in the agricultural sector in West Africa
- Specific professional experience (2.1.4): 10 years in private sector development and support in the agri-processing sector, as well as 5 years in the West African rice value chain; 5 years experience in carrying out business audits and delivering business coaching, for processors and agri-services; 5 years experience in conducting market studies and developing business strategies and plans.
- Leadership/management experience (2.1.5): 8 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years of experience in projects in West Africa (region), of which 3 years in projects in Burkina Faso, Nigeria, Ghana, Ivory Coast or Senegal
- Development Cooperation (DC) experience (2.1.7): 10 years of experience in DC projects within the agricultural sector, value chains, private sector development or other relevant field.

## **Expert 1**

### Tasks of expert 1

- Develop course materials on financial excellence

### Qualifications of expert 1

- Education/training (2.2.1): Masters in Business Administration, Economics or related field

- Language (2.2.2): Fluent English (C1)
- General professional experience (2.2.3): 8 years of experience of private sector development in Africa with a focus on access to finance
- Specific professional experience (2.2.4): 1 year of experience in private sector development of the rice value chain in West Africa
- Regional experience (2.2.6): 2 years in West Africa Costing requirements

### **Assignment of personnel**

Team leader: Assignment in home country for 10 expert days

Expert 1: total of 32 expert days in home country

### **Travel**

No domestic or international travel foreseen.

## **5. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 0 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

### **Other Requirements**

- Please submit your proposal (technical and price proposal) in separate files/folder to [ZA\\_Quotation@giz.de](mailto:ZA_Quotation@giz.de) no later than **12.08.2022**, all documents must be in PDF.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.



- **Please submit your price proposal in ZAR.**
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal we will conclude that you have read and accepted these terms and conditions.
- Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.
- Bidders must strictly avoid conflicts with other assignments or their own interests. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:
  - a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;
  - b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;
  - c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or
  - d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.
- In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.
- Similarly, the Bidders must disclose in their proposal their knowledge of the following:
  - a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
  - b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.
- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**

- **Questions & Answers will be placed on the link provided.**
- **Bids sent via Dropbox and WeTransfer will not be accepted.**