

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

CONFIDENTIAL

Compliance and Implementation of an Anti-Corruption Management System in accordance with ISO 37001 Standard	Project number/ cost centre: 21.2199.4-100.00
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

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

MOVE is implemented in Nigeria, Ghana, Burkina Faso, Sierra Leone, Côte d'Ivoire, and Senegal, and represents the merger of two previously well-established regional projects: The Competitive Cashew Initiative (ComCashew) and the Competitive African Rice Initiative (CARI). Both respective brands (CARI and ComCashew) are kept under the umbrella of the MOVE project. MOVE has five (5) main output areas:

- Output 1: Increasing the share of value added in the ECOWAS region.
- Output 2: Enhancing the viability of production systems.
- Output 3: Increasing the demand for regional products.
- Output 4: Scaling good practices in supply chain development.

Output 5: Strengthening policy advice and public private cooperation

2. Tasks to be performed by the contractor

The main objective of the assignment is to recruit a consulting firm or study office to conduct a diagnostic of procedural practices in accordance with compliance and anti-corruption principles, and to strengthen the institutional system through the establishment of an Anti-Corruption Management System (ACMS) in line with ISO 37001 standards for the Cashew International Consultative Council (CICC) based in Abidjan (Côte d'Ivoire) and the African Cashew Alliance (ACA) based in Accra (Ghana), for the years 2025 and 2026 under the RBT-WAP project.

Given the complexity of accessing the project's intervention areas and the need to institutionally strengthen the RBT-WAP project beneficiaries, it is essential to engage a group of experts or a consulting firm to carry out this assignment.

The contractor is responsible for providing the following services:

1. **Risk Factors within CICC and ACA**
 - Identify risk factors for CICC and ACA
 - Develop a risk mapping and validate it jointly with CICC and ACA
 - Evaluate the severity of each risk (probability and potential impact, where applicable)
 - Identify and prioritize risk mitigation measures
 - Implement necessary measures to reduce the likelihood or impact of adverse effects
2. **Establish the Components of a Comprehensive Institutional System for Corruption Risk Management in line with ISO 37001 Standards**

3. **Implement Measures for Identifying and Reducing Corruption Risks**
 - Analyze the corruption risk environment (country, region, intervention sites, and sector of activity)
 - Define criteria for partner selection and establish due diligence verification measures
4. **Implement Measures for Detecting Corruption**
 - Monitor and/or establish appropriate administrative and financial procedures in line with ISO 37001 standards
 - Evaluate and verify existing processes
 - Establish mechanisms for reporting and whistleblowing of misconduct
 - Define clear procedures for investigating corruption cases
 - Define and clearly communicate applicable sanctions

Establish the Following Instruments :

Practical Manuals & Operational Instructions	Strategic Documents
Procedures for reporting misconduct	Strategic document on corruption and fraud risks
Incident reporting procedures	Integrity policies: Codes of Conduct
Procurement procedures	Transparency criteria
Gift declaration procedures	Human resource management policies
Declarations of interest	Financial management criteria
Vehicle and inventory tracking forms	Participatory program evaluations in collaboration with beneficiaries
Financial summary checklists	
Risk assessment guidelines for programs/projects	
Partner/executing agency evaluation checklists	
Project monitoring visit checklists	
Minimum intervention standards in emergency situations	

5. **Responsibilities of the Contractor**
 - The contractor is responsible for selecting, preparing, providing continuous training, and managing the international and national experts (short-term and long-term) assigned to advisory tasks.
 - The contractor provides the necessary equipment and supplies and covers the associated operational and management costs.
 - The contractor monitors income and expenditure, maintains accounts, and carries out invoicing in accordance with GIZ requirements.
 - The contractor prepares regular reports for GIZ as specified in the *General Terms and Conditions of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* in their current version.

6. Expected Outputs:

- Key processes are identified, and related risks are analyzed.
Measures are implemented and evaluated to reduce corruption risk and improve good governance in NGOs.
- 1. Improved transparency in processes (recruitment, personnel management, procurement, contracts, etc.).
- 2. Increased transparency and accountability in multi-donor fund management.
- 3. Improved compliance with laws and regulations within the OHADA zone and according to ISO 37001 standards.
- 4. Enhanced digitalization of processes.
- 5. Improved organizational reputation through communication on newly implemented measures.
- 6. Cost reduction by lowering corruption risk and increasing efficiency.
- 7. Continuous five-month support following the implementation of new procedures to ensure the integration of these practices into regular operations.

In derogation from the GIZ AVB, the contractor makes contributions to reports to GIZ's commissioning party instead of submitting its own reports.

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

Milestones/process steps/partial services	Deadline/place/person responsible
Diagnosis – Understanding Risk Identification Risk Mapping Financial Management Advisory	31/01/2026
Development of Strategic Manuals Workshop / Validation Meeting for the Manuals Staff Training on Compliance and Anti-Fraud Implementation of New Processes in accordance with ISO 37001 Standards	31/03/2026
Targeted / On-site Training for Staff and Stakeholders Process Evaluation Intensive Communication Phase	30/06/2026
Ensure the Routine Implementation of Processes Guarantee Compliance with Commitments related to Compliance and Integrity	31/07/2026
Capitalization of Achievements	31/08/2026
Establishment of Sustainability Strategies	30/12/2026

Period of assignment: from 01/12/2025 until 31/12/2026.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; 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.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ

- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

The applicant must be a consulting firm or study office specialized in financial management, fraud management, and organizational assessments.

The firm must have conducted, over the past three (3) years, at least one (1) assignment related to compliance and the establishment of an Anti-Corruption Management System, and at least three (3) national and/or regional assignments focused on organizational support with proven management experience.

The firm must be able to provide consultants proficient in both French and English.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Postgraduate degree / master's in finance, Auditing, and Management Control, or any other equivalent degree in the field of Management.
- General professional experience (2.1.3): 12 years of professional experience in the Finance and Management sector
- Specific professional experience (2.1.4): 3 years in donor funds management
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 2 years of experience in projects in Cote D'Ivoire (region), of which 2 years in projects in Cote D'Ivoire (country)
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects
- Other (2.1.8): Qualifications in agricultural and environmental sciences

Key expert 1

Tasks of key expert 1

- Ensure the training of stakeholders
- Contribute to the analysis of risk factors at the level of partners
- Contribute to the management of identified risks within the organizations
- Coordinate the establishment of the components of a comprehensive institutional system for corruption risk management
- Support the implementation of sustainability systems
- Perform any other tasks related to the present Terms of Reference

Qualifications of key expert 1

- Education/training (2.2.1): University degree (postgraduate degree / PhD) in Economics and Management, Auditing and Management Control, or any other equivalent degree in the field of Management
- Language (2.2.2): - C1 -level language proficiency in French and English language
- General professional experience (2.2.3): 10 years of experience in financial management
- Specific professional experience (2.2.4): 3 years of experience in donor fund management and organizational support
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): 01 year in regional experience
- Development Cooperation (DC) experience (2.2.7): N/A
- Other (2.2.8): N/A

Key expert 2

Tasks of key expert 2

- Ensure the training of stakeholders on HR and legal aspects
- Contribute to the analysis of risk factors at the level of partners
- Contribute to the management of identified risks within the organization
- Coordinate the establishment of the components of a comprehensive institutional system for corruption risk management
- Support the implementation of sustainability system
- Perform any other tasks related to the present Terms of Reference

Qualifications of key expert 2

- Education/training (2.2.1): University degree (postgraduate degree / Master's) in Law, Economics, or any other equivalent field
- Language (2.2.2): C1 -level language proficiency in French
- General professional experience (2.2.3): 05 years of experience in financial management
- Specific professional experience (2.2.4): 02 years of experience in donor fund management and organizational support
- Regional experience (2.2.6): 01 year in regional experience

Soft skills of team members

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

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

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2025 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments

Designation of TL/key expert/short-term expert pool	03	50	150	25 days per organization including workshop and reporting
Designation of TL/key expert/short-term expert pool				
Travel expenses	Quantity	Number per expert	Total	Comments
Per-diem allowance in country of assignment	3	10	30	10 days in Abidjan with 02 flights for each experts
Overnight allowance in country of assignment	03	12	36	<p>Overnight stays abroad:</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p> <p>Overnight stays in Germany (deviation from the travel expense regulations):</p> <p>Note: Overnight allowances of up to EUR 130 can be submitted for reimbursement against evidence. Up to EUR 80 can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence.</p>
Transport	Quantity	Number per expert	Total	Comments

International flights <i>Enter destination country</i>	03	02	06	Travel to the place of service delivery Abidjan (Côte d'Ivoire)
Domestic flights				Flights within the country of assignment during service delivery
CO₂ compensation for air travel <i>Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</i>	03	02	06	A fixed budget of EUR 720 is earmarked for settling carbon offsets against evidence .Change it into cedis
Travel expenses (train, car) • •	10	3	30	Travel within the country of assignment, transfer to/from airport as against evidence etc.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	3988	3988	A budget of EUR 3988 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Change it into Cedis. Use of the flexible remuneration item requires prior written approval from GIZ.

6. Requirements on the format of the tender

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

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

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

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and

the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.