

Call for applications: Experts' roster on value chain and sectorial analysis

1. Description of the Global Gateway Investment Climate Reform Facility (GG ICR Facility)

The GG ICR Facility contributes to the development of a conducive, inclusive and sustainable investment climate for the implementation of the European Union's Global Gateway Strategy in INTPA partner countries. Through targeted advisory services, it enables partner countries to attract investments, while enabling local and European businesses to grow and invest with confidence.

The Global Gateway Investment Climate Reform (GG ICR) Facility is jointly co-financed by the European Union (EU), the Federal Ministry of Economic Development and Cooperation (BMZ) and the Ministère de l'Europe et des Affaires Étrangères (MEAE) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Expertise France (EF) and SNV (Netherlands Development Organisation).

The Global Gateway strategy of the European Union covers five areas: Digital, Climate and Energy, Transport, Health and Education and Research. It allows EU partners to develop their societies and economies and create opportunities for the EU Member States' private sector to invest and remain competitive. The GG ICR Facility is part of the 'soft' measures to materialise the Global Gateway strategy. Through this programme and across all its results, the EU aims at supporting green investments and a transition towards low-carbon circular economies, in line with the ambition of the [European Green Deal](#) and with the [Paris agreement](#) objectives. It is integrated into the [European Consensus on Development](#) 'our world, our dignity, our future', specifically with its priorities of promoting inclusive and sustainable growth and jobs. Lastly, it reinforces the EU's leadership in promoting gender equality and social inclusion, in full alignment with the transformative approach of the [Gender Action Plan III](#), while contributing to the 2030 Agenda's SDG 5 (gender equality).

Based on partner proposals, the GG ICR Facility flexibly supports public and private actors in optimising regulatory reforms, institutions and economic policy frameworks. Eligible requests must be part of a wider strategy or reform process contributing to the EU's Global Gateway priorities as well as partners' regional and national priorities. More information about who can request expertise can be found here: <https://www.icr-facility.eu/partner-with-us/request-expertise/>.

Partners who can request support from the GG ICR Facility include governments, professional associations, chambers of commerce, financial service providers, trade unions, development finance institutions, economic communities, and private sector representative organizations at national and regional levels in INTPA partner countries across Latin America and the Caribbean, Sub-Saharan Africa, and Asia and the Pacific.

2. Objectives of this Call

SNV is currently building an experts' roster of experienced, specialised consulting firms to implement on-demand technical assistance (TA) projects for the GG ICR Facility.

The objective of this call is to ensure that SNV has a roster of relevant firms to allow for efficient selection of the right expertise as new requests for TA reach the Facility.

3. Area of technical expertise

The GG ICR Facility expects to receive several requests in the coming years related to value chain analysis and broader sectoral analysis. The GG ICR Facility has worked on various agricultural or agroforestry value chains such as mango, coffee and cacao, or natural rubber. Other relevant sectors where value chain analysis would be relevant are Global Gateway themes such as transport and logistics, renewable energy or critical raw materials (CRM). These analyses often have a strong focus on climate resilience as well as women's economic empowerment to ensure inclusive value chains and closing gender gaps in specific sectors.

The assignments may cover a wide range of activities, including ecosystem mapping, stakeholder consultations, diagnostics, desk research, market analysis, policy and strategy development, institutional gender mainstreaming, investment or trade opportunity identification, public-private dialogue, or practical reform recommendations.

Examples of potential future projects could include supporting a government to assess export opportunities in a specific value chain, helping a regional economic community identify barriers to investment in a priority sector, or facilitating dialogue between public and private actors to define practical reforms that strengthen market opportunities and competitiveness.

Two examples of TORs are included in the Annex (please note: one example is from the current project phase with Global Gateway focus and one from the previous phase before the Global Gateway focus).

4. Expected results

GG ICR Facility projects are intended to deliver a clear outcome (not just an output, but a concrete result), beyond the deliverables that are produced as part of the project. An outcome is a concrete change that occurs in practice as a direct result of the project intervention: something that would not have happened had the intervention not taken place. Examples of outcomes include a new regulation or law in force, improved services of a chamber of commerce to its members, or the implementation of a public private dialogue platform.

Experts should design the project methodology and activities in a way that maximizes the likelihood of concrete change taking place on the ground. This may include introducing practical change management tools and ensuring that implementing agencies have the authority, leadership, capacity, buy-in, and budget needed to move reforms forward. Reform recommendations should be actionable and anticipate the requirements for implementation, including the estimated budget, feasibility, expected impact, responsible entity or person, and whether actions are short-, medium-, or long-term.

Given the complexity and dynamic nature of GG ICR Facility projects, experience with iterative, agile approaches, and adaptive management is highly valuable. Project methodologies should allow for regular reflection, learning, and adjustment based on emerging evidence, stakeholder feedback, and changing circumstances.

5. Functioning of the Roster

The selected firms (max 10) will be part of a roster of experts which SNV will draw upon to select a firm for specific assignments. The roster will be valid for a period of two years.

For each relevant new project, and based on a Terms of Reference (TOR), SNV will ask 3 firms on the Roster for their interest, availability, and a short proposal related to the specific assignment (short approach, team composition of the experts you want to include, and relevant daily rates). Through a short evaluation process, 1 firm will then be selected for the project.

As the GG ICR Facility is on-demand, there is no certainty of the number of potential projects relevant to the roster nor is there guaranteed work for each firm on the roster. In this sense, being selected to be part of the roster does not mean necessarily that the firm will be engaged on a given project.

6. Level of effort for each project

The duration, level of effort, and country of work will vary depending on the needs of each specific project and will be defined in the corresponding Terms of Reference. Assignments may be maximum 100 expert days, with most projects expected to range between 40 and 90 expert days.

Assignments are typically expected to last between 4 and 12 months.

Depending on the scope of work, experts will work virtually, on-site, or may be required to travel to assigned project countries for technical assistance missions. In some cases, missions may cover more than one country and/or multiple locations within a country

During assignments, close contact and collaboration with the requesting entity will be expected. Experts will report to the SNV project manager, who will be responsible for the assignment's deliverables and their approval. Experts may also be expected to engage with other GG ICR Facility team members as needed, including for communications and monitoring and evaluation purposes.

7. Evaluation criteria

The roster will be established by screening submitted applications based on the criteria defined in the table below.

Criteria	Max. Score
Demonstrated experience in the technical area of value chain analysis (see chapter 3)	40

Demonstrated experience in applying agile/adaptive approaches, coaching and change management to reach outcomes (see chapter 4)	20
Demonstrated experience in women's economic empowerment and gender mainstreaming	10
Level of expertise in the above topics, through the qualifications of specific key experts in the team	20
Key experts with specific language skills beyond English: French, Portuguese or Spanish	10
Maximum Total Possible	100

Firms will be required to achieve a minimum score of 80 out of 100 points to be considered for inclusion in the roster. Subject to meeting this threshold, up to a maximum of twelve (12) firms with the highest overall scores will be selected for the roster.

8. How to apply?

SNV is the contracting party for this assignment on behalf of the GG ICR Facility.

Interested firms are invited to submit:

1. A **short proposal (max 10 pages)** including explanations for each of the criteria above:
 - a. Summary of demonstrated experience by highlighting relevant previous implemented work.
 - b. Table with overview of the potential team of experts and their relevant expertise, language skills per expert (only native/working-level language is considered valuable), location of each expert, and average daily rate in Euro (or USD).
2. **CVs** for key experts you wish to include in your team.
3. **Three past performance references**
 - a. with details of the contracting officer, so SNV can follow up on references if required.

Please submit your proposal via SmartRecruiters by November 9th 23:59 CET. Please note that individual documents cannot exceed 10MB; you can upload various files in SmartRecruiters (beyond indicated CV).

Annex 1: Example of GG ICR Facility project Term of References (TOR): Sustainable Rubber in Mexico

Terms of Reference: Sustainable Upgrading of the Natural Rubber Sector in the Isthmus of Tehuantepec

1. About the Global Gateway Investment Climate Reform Facility

The Global Gateway Investment Climate Reform (GG ICR) Facility contributes to the development of a conducive, inclusive and sustainable investment climate for the implementation of the European Union's Global Gateway strategy in INTPA partner countries. Through targeted advisory services, it enables partner countries to attract investments, while enabling local and European businesses to grow and invest with confidence. The Facility places strong emphasis on women's economic empowerment, promoting equal rights, access to opportunities, and green, sustainable growth for all.

The GG ICR Facility is co-funded by the European Union (EU), together with the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Ministère de l'Europe et des Affaires Étrangères (MEAE). It is implemented by GIZ, Expertise France and SNV.

Global Gateway aims at mobilising investments of up to €300 billion between 2021 and 2027. It does so by taking a Team Europe approach - bringing together resources of the EU, Member States, European financial institutions and national development finance institutions.

The Global Gateway strategy of the European Union covers five areas: Digital, Climate and Energy, Transport, Health and Education and Research. It allows EU partners to develop their societies and economies and create opportunities for the EU Member States' private sector to invest and remain competitive. The GG ICR Facility is part of the 'soft' measures to materialise the Global Gateway strategy. Through this programme and across all its results, the EU aims at supporting green investments and a transition towards low-carbon circular economies, in line with the ambition of the [European Green Deal](#) and with the [Paris agreement](#) objectives. It is integrated into the [European Consensus on Development](#) 'our world, our dignity, our future', specifically with its priorities of promoting inclusive and sustainable growth and jobs. Lastly, it reinforces the EU's leadership in promoting gender equality and social inclusion, in full alignment with the transformative approach of the [Gender Action Plan III](#), while contributing to the 2030 Agenda's SDG 5 (gender equality).

The GG ICR Facility provides technical assistance to public and private organisations in INTPA partner countries to develop actions to improve the business environment and investment climate.

In the context of its mandate, the GG ICR Facility provides technical assistance to the Natural Rubber National Business Association (Cámara Nacional de la Industria Huletera -CNIH) to complete an assessment of the natural rubber sector's competitiveness, sustainability and investment-readiness

constraints in the Isthmus of Tehuantepec, Mexico, and include recommendations to achieve the sustainable upgrading and better economic integration of the sector to the Mexican and regional economy.

2. Context and objectives of the intervention

The Isthmus of Tehuantepec has become one of the main strategic development corridors in Mexico and an important priority under the EU Global Gateway strategy. The region connects the Pacific and Atlantic oceans through a multimodal logistics corridor centred around the modernization of ports, rail connectivity and industrial development zones. At the same time, the Isthmus remains one of the historically least developed and economically lagging regions of the country, making it a priority territory for both economic integration and inclusive regional development efforts.

The Isthmus of Tehuantepec natural rubber sector remains largely disconnected from higher-value industrial value chains despite the region's strong agro-climatic potential and strategic location within this emerging logistics and industrial corridor linked to Global Gateway priorities.

Production systems remain fragmented, quality standards are inconsistent, and sustainability, social and traceability practices remain limited. As a result, local production is currently unable to integrate into the more demanding sourcing requirements of the European tire industry, particularly regarding quality consistency, traceability, deforestation-free sourcing linked to the Regulation on Deforestation-free Products (EUDR), and broader environmental and social standards increasingly required by international markets and European companies operating in Mexico.

The objective of the technical assistance is to complete an assessment of the Isthmus of Tehuantepec natural rubber sector's competitiveness, sustainability and investment-readiness constraints, and include recommendations to achieve the sustainable upgrading and better economic integration of the sector to the Mexican and regional economy.

The assessment will identify the main competitiveness and sustainability bottlenecks limiting access to higher-value markets and sustainable sourcing opportunities.

The project will support the coordination between public and private stakeholders around future sector upgrading and investment efforts.

The recommendations will include how the sector could better position itself within the broader industrial, logistics and territorial development dynamics of the Isthmus and identify practical pathways to strengthen future sustainable sourcing, regional competitiveness and investment opportunities linked to sustainable value chains, European companies, Global Gateway priorities and the broader transformation of Southern Mexico.

The project is aligned with Global Gateway priorities and broader EU engagement in the Isthmus of Tehuantepec, which has been identified as a strategic Global Gateway corridor and flagship initiative in Mexico. The project supports broader territorial development objectives linked to industrial development, connectivity, sustainable value chains and regional competitiveness in Southern Mexico. It also complements ongoing and planned EU-supported initiatives in the region, including upcoming collaboration with UNIDO related to investment promotion, sustainable industrial ecosystems and territorial economic development.

The project also presents a direct connection with European industrial interests in Mexico. European tire manufacturers operating in the country increasingly require more sustainable, traceable and resilient supply chains, creating potential opportunities for future local sourcing and productive investment if the sector becomes more competitive and investment-ready.

The proposed TA would help strengthen the enabling conditions for these future opportunities by improving understanding of the sector, facilitating coordination among stakeholders and identifying pathways for future upgrading and investment efforts linked to the broader transformation of the Isthmus region.

3. Description of the activities

The GG ICR Facility is seeking experts to assess the Isthmus of Tehuantepec natural rubber sector's competitiveness, sustainability and investment-readiness constraints, propose a strategic action plan with recommendations for the sustainable upgrading and better economic integration of the sector and conduct public-private dialogue throughout the exercise.

This assistance will be designed to be gender-inclusive and throughout the exercise the consultant should analyse the participation of both women and men in the economy as well as businesses and organizations owned/run by both women and men equally (and eventually, based on data availability, of youth under 35 years old).

The work should be implemented in a participatory and collaborative way through consultations, interviews, workshops, field visits, ecosystem mapping and a public-private dialogue process all along the project, involving producers, industry representatives, public institutions, financial actors and development partners.

The contractor shall provide the following services:

1. Prepare kick-off meeting and refine stakeholder engagement strategy

- Organise a technical kick-off meeting with the CNIH and relevant stakeholders (such as the EUD) to review project implementation logistics and scope (milestones, responsibilities and timeline; indicating clearly the role to be played by involved parties and when these should be carried out). Liaise with ICR facility and the CNIH on the organisation of the meeting.
- Review existing studies, diagnostics and initiatives related to:
 - natural rubber production,
 - regional industrial development,
 - logistics and connectivity investments,
 - sustainable sourcing,
 - traceability and EUDR-related requirements, and existing EUDR studies,
 - and territorial development initiatives in the Isthmus.
- Map existing and planned interventions led by:
 - federal and state authorities,
 - the EU Delegation,
 - UNIDO,

- development finance actors,
- and private sector stakeholders.
- Conduct inception consultations with key public and private stakeholders (including the identification and clear definition of the problem to be addressed).
- Refine the scope, analytical focus and stakeholder engagement strategy of the technical assistance. Draft the refined project approach

2. Assessment of the natural rubber ecosystem and competitiveness constraints

- Carry out an **assessment and consultation process** through in person/online meetings or workshops, with relevant stakeholders, including producers, processors, producer associations, industry representatives, local authorities, financial actors, technical and/or academic institutions, and development partners.
- Assess the main structural, organizational, economic and sustainability-related constraints affecting the competitiveness and investment readiness of the natural rubber ecosystem in the Isthmus of Tehuantepec:
 - production and commercialization dynamics;
 - current quality management practices;
 - organizational capacities;
 - logistics and aggregation challenges;
 - workforce and social conditions;
 - environmental and traceability practices;
 - and market access limitations.
- Identify the principal bottlenecks preventing the sector from supplying higher-value industrial markets and participating in sustainable sourcing schemes.
- Assess the broader ecosystem conditions required to support future upgrading and investment.
- Conduct a Gender gap analysis: assess the role of women in the operation and maintenance activities and areas and identify gaps in women's participation.
- Draft an assessment summary report with the methodology implemented and summary of consultations held.

3. Draft report with assessment of market integration, sustainability and investment-readiness gaps

- Benchmark current production and commercialization conditions against:
 - international quality standards;
 - traceability requirements;
 - sustainability expectations of the tire industry;
 - and relevant European due diligence and deforestation-related requirements.
- Identify key gaps related to:
 - quality consistency,
 - traceability,
 - sustainability practices,
 - producer organization,
 - monitoring systems,

- and institutional support frameworks.
- Assess the implications of these gaps for:
 - market access,
 - investment attractiveness,
 - sourcing opportunities,
 - and long-term sector competitiveness.
- Identify areas where coordinated public-private action could help reduce investment uncertainty and facilitate future upgrading.
- Draft market integration and investment-readiness gap assessment.

4. Public-private dialogue and ecosystem coordination

- Facilitate structured dialogue between public institutions (including national and state level), producers, industry, financial actors and development partners to strengthen coordination, validate findings and build momentum around the sustainable development of the sector. All the activities and deliverables of this project are part of this “Public-private dialogue and ecosystem coordination” deliverable.
- Organize, in coordination with the CNIH, and facilitate technical and strategic dialogue sessions involving:
 - federal government institutions,
 - state authorities,
 - producer representatives,
 - industry actors,
 - financial institutions,
 - development partners,
 - and relevant private sector stakeholders.
- Discuss, based on the findings of the project
 - competitiveness constraints,
 - sustainability and traceability requirements,
 - producer support needs,
 - financing challenges,
 - logistics and aggregation issues,
 - and investment opportunities linked to the sector.
- Test and improve viability of the recommendations with the input from the parties
- Identify actionable next steps, responsible partners and areas for future institutional collaboration and coordination.
- Deliver Public Private Dial (PPD) meetings with key stakeholders following GG ICR guidelines for *outcomes oriented Public Private Dialogue*.

5. Develop a strategic roadmap for sector upgrading and ecosystem strengthening

- Develop a practical and investment-oriented roadmap with reform recommendations, identifying priority actions to strengthen the competitiveness, sustainability and economic integration of the natural rubber ecosystem in the Isthmus of Tehuantepec.
- Develop recommendations covering:
 - governance and coordination mechanisms,
 - producer organization,
 - traceability and sustainability systems,
 - quality upgrading pathways,
 - technical assistance and capacity-building needs,
 - financing and de-risking opportunities,
 - and investment facilitation measures.
- Identify actions requiring:
 - public sector leadership,
 - private sector participation,
 - financial sector engagement,
 - and development partner support.
- Identify opportunities to better connect the sector with:
 - regional logistics corridors,
 - industrial development initiatives,
 - sustainable sourcing strategies,
 - and future investment promotion efforts.
- Assess existing local or international public and/or private programs that could benefit this sector.
- Propose possible sequencing and institutional coordination arrangements for future implementation.
- Develop strategic roadmap for sector upgrading and ecosystem strengthening.

6. Strategic roadmap validation and dissemination

- **Validation meeting:** organize a validation meeting with relevant stakeholders in coordination with CNIH.
- Validate findings and recommendations with key stakeholders and support dissemination of the main outputs of the technical assistance.
- **Final strategic roadmap report:** incorporate validation comments and finalize the strategic roadmap report.
- Identify immediate opportunities for follow-on collaboration and support.
- **Executive policy note:** Draft 1 executive policy note of no more than 5 pages, targeted at policy makers, multilateral institutions and investors (government officials or relevant decision-level stakeholders, most likely non-technical, and with little time availability) highlighting the main assessment and recommendation.

7. Closing meeting and follow up on results (outcomes)

- **Closing meeting:** Prepare and present at the closing meeting CNIH, the European Union Delegation, the GG ICR Facility and other relevant stakeholders.
- Contribute to the Completion report containing Monitoring & Evaluation (M&E) indicators: provide the Participants lists with the number of participants by gender, main activities carried out, expected results (outcomes), potential follow-up actions and lessons learned (template to be provided by the ICR facility).
- **Prepare two (2) blog articles**, one during the project and one at the end of the project (for publication possibly in the ICR LinkedIn/website) as project communication (including text, quote and photograph/image). The topic is to be decided (possible topics include: Global Gateway and related European investments, role of women in the sector, climate and the value chain, etc..).
- Disseminate findings among relevant institutions and partners.
- **Provide support to CNIH and the ecosystem:** provide follow-up support as required, in agreement with the GG ICR Facility, to facilitate the practical implementation of results.

As part of the in-person consultation process, collect **communication materials** for the GG ICR Facility, such as photos or videos of events and participants (with participant's relevant authorization), as agreed beforehand with the GG ICR Facility project manager for communications posts of the activities on LinkedIn.

When organizing workshops, prepare and obtain the signed participants' lists with the number of participants by gender (model to be provided by the GG ICR Facility). Field visits and in situ meetings may take place in Mexico DF, Guanajuato state, and other spots at the Tehuantepec isthmus. When visiting the Isthmus all activities and agenda should be coordinated with the Corredor Interoceánico del Istmo de Tehuantepec (CIIT).

General note on reports: Each report produced shall include an executive summary. The final report should include:

- Executive summary.
- Acknowledgements section.
- Description of the methodology used for the study.
- Clear, actionable recommendations, classified by short, medium and long term, with feasibility, impact, responsible entity and budget associated.
- Implementation roadmap.

Reports and Powerpoint presentations should follow the format provided by the GG ICR Facility.

The deliverables will be written in Spanish. If some documents are prepared in English, it shall be previously agreed with CNIH and GG ICR.

Meetings will take place in Spanish.

4. Qualifications for the contractor

The position is open to individual consultants or firms with the following credentials:

- Minimum of master's degree in international development, trade, economics, finance or other related studies.
- Minimum 10 years of experience in the field of economic development and research, international trade, and cluster development, in emerging economies.
- Knowledge and experience on institutional development and women economic empowerment.
- Experience on policy/regulatory environment, business environment reforms, and Public-Private Dialogue in developing economies.
- Experience providing technical assistance to the public and private sector in emerging economies. Practical experience in the logistic sector is considered as an added value.
- Fluency in Spanish for some members of team.

5. Timeline, deliverables and time allocation

- **Kick-off meeting and stakeholder engagement strategy**
Delivery: 7–15 working days after contract signature
Level of effort: up to 3 expert days
- **Assessment of the natural rubber ecosystem and competitiveness constraints**
Delivery: 55 working days after contract signature (approx. end of September)
Level of effort: up to 19 expert days
- **Draft report on market integration, sustainability and investment-readiness gaps, including recommendations**
Delivery: 80 working days after contract signature (approx. November)
Level of effort: up to 19 expert days
- **Strategic roadmap for sector upgrading and ecosystem strengthening**
Delivery: 110 working days after contract signature (approx. January 2027)
Level of effort: up to 20 expert days
- **Validation and dissemination of the strategic roadmap**
Delivery: 135 working days after contract signature (approx. February 2027)
Level of effort: up to 5 expert days
- **Public-private dialogue and ecosystem coordination process**
Delivery: 175 working days after contract signature (approx. April 2027)
Level of effort: up to 15 expert days
- **Closing meeting and follow-up on results and next steps**
Delivery: 175 working days after contract signature (approx. mid-April 2027)
Level of effort: up to 9 expert days

Level of effort: total number of expert days is **90 (ninety)**.

The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. Assessment will be based on qualification and rate.

Period of assignment

The project shall last from **August 3, 2026** to **April 30, 2027**.

Travel

The country of assignment will be Mexico.

Workshops, Training

The contractor implements virtual meetings and workshops as defined above and supports the organisation of physical meetings CNIH. The consultant will draft the agenda, advise the selection of attendees, prepare content and facilitate the workshops.

- For virtual meetings, the consultant ensures s/he has appropriate software to invite for virtual meetings / video conferences / webinars. No budget is provided for this.
- For physical workshops, the consultant will work closely with the local partner to organise these meetings. The ICR Facility will cater for the costs (venue, catering) of holding a physical meeting. The meeting logistics will be organised in coordination with SNV HQ.

Data collection

The consultant will be acting as an independent data controller of personal data being processed in connection with the contract and shall ensure that all data collected during the project are processed in accordance with the [EU General Data Protection Regulation \(GDPR\)](#).

6. How to apply

Please apply before July 17th (23:59 CET). Interested consultants or firms are invited to submit a short proposal including:

- A brief methodological proposal (maximum 5 pages or slides) outlining the proposed approach, methodology, and indicative workplan.
- A team composition note (maximum 1 page or slide) indicating the proposed experts, their roles within the assignment.
- A brief financial proposal indicating the daily rates (in EUR) of each proposed expert.
- The CVs of the proposed experts highlighting relevant experience.

Applications will be assessed based on the quality and relevance of the proposed methodology, the experience and qualifications of the team, and the proposed financial offer.

7. Role and responsibilities of the requesting organisation

The GG ICR Facility pays directly for the time and travel of the expert team (one or more international and/or national experts -remote or in country) and for events (venue, refreshments). It does not provide allowances for participants.

The requesting organisation ensures timely availability of staff, inputs, and relevant information to enable effective delivery. It will work in close collaboration with the experts, to provide them with key information for the diagnosis and facilitate the organisation of meetings with key stakeholders, including members and external partners from the public and private sector.

The requesting organisation is expected to:

Follow up on project implementation.

Assign and operational focal point and managerial focal point, to work closely with the expert team.

CNIH will appoint a point of contact for project follow up, organizing meetings and general coordination.

In-kind contribution: The expert team leads technical content; the partner organisation leads logistics and the organization of local events. It identifies participants, sends and follows up on invitations, finds venues and budgets, and leverages networks to ensure stakeholder involvement. The partner's organization covers its own staff time, travel, equipment.

Open communication: to participate in regular follow up meetings, share timely responses, update about changes (such as staff or leadership changes) and internal coordination.

Ensure **gender considerations** are meaningfully included in the design, implementation, and results of the technical assistance.

Commitment to results: The partner organization will make all efforts to implement the relevant recommendations coming out of the technical assistance and inform any update during the post-implementation evaluation phase of the project.

Commitment to deliverables: If engagement drops to a level that jeopardizes project implementation within the agreed timeframe, the GG ICR Facility may cancel the project.

Annex 2: Example of ICR Facility project Term of References (TOR): Coffee and cacao in Togo

Support au Comité de Coordination pour les Filières Café et Cacao (CCFCC) pour approfondir les plans de développement des filières café et cacao sur les axes de la productivité, marchés, genre, environnement et le financement des plans

Ref. #: SNV/ICR/008/2024

1. Informations générales

La Facilité pour la réforme du climat d'investissement (ICR) (<https://www.icr-facility.eu/>) est mise en place pour soutenir les pays partenaires du groupe des États d'Afrique, des Caraïbes et du Pacifique (ACP) et les institutions régionales dans leur processus de dialogue structuré avec le secteur privé. Elle a pour objectif de créer un environnement commercial et un climat d'investissement plus favorables. La Facilité contribue à la mise en œuvre du troisième pilier du Plan d'Investissement Extérieur de l'Union Européenne ("Améliorer le climat d'investissement") et est financée par le 11^e Fonds européen de développement (FED) dans le cadre de l'accord de partenariat ACP-UE, l'Union Européenne, le Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) et le British Council. La SNV fait partie du consortium de mise en œuvre de la facilité avec la GIZ, le British Council et Expertise France.

La Facilité ICR intervient autour de trois axes d'activités :

1. Assistance technique pour l'amélioration de l'environnement des affaires et du climat des investissements.
2. Renforcement des institutions nationales et régionales de financement du développement.
3. Capitalisation et diffusion des bonnes pratiques.

Ce projet aura lieu dans le cadre de l'axe N°1 où la Facilité ICR offre une assistance technique spécifique et ciblée pour les initiatives d'amélioration de l'environnement des affaires et du climat d'investissement.

2. Intervention

Dans le cadre de son mandat, la Facilité ICR veut fournir une assistance technique au Comité de Coordination pour les Filières Café et Cacao (CCFCC), afin d'approfondir les plans de développement des filières café et cacao, en particulier en détaillant les actions liées à la normative européenne sur la

déforestation, l'analyse de l'écart entre femmes et hommes dans la filière, les opportunités de marchés pour les deux filières et le plan de financement des plans de développement.

Le CCFCC est une entité parapublique créée en 1996 par l'Arrêté interministériel n°17/MCTP/MDRHH opérant sous la tutelle des Ministères en charge du Commerce et de l'Agriculture. Il est dédié à l'amélioration et à la promotion des filières café et cacao et à la coordination de sa commercialisation. Le Comité est composé de 14 membres dont 3 représentants des exportateurs, 6 représentants des producteurs, 1 représentant l'association des professionnels des banques et établissements financiers, 2 représentants de la Direction du Conditionnement des Produits (DCP), 1 représentant du ministère du commerce et 1 représentant du ministère de l'agriculture.

Le Comité de Coordination pour les Filières Café et Cacao (CCFCC), avec le soutien de ses deux ministères de tutelle, a élaboré en collaboration avec les autres acteurs du secteur, un Plan de développement pour chacune des filières du café et du cacao à partir de 2023. Ce plan de développement a été adopté par les différents acteurs de la filière, au cours d'un atelier d'adoption qui a eu lieu du 09 au 11 octobre 2024. Ces plans de développement guideront les actions du CCFCC d'ici 2030 et permettront d'accroître durablement les performances des deux filières. Ils serviront également de précieux documents de référence qui crédibiliseront davantage ces filières togolaises dans les négociations internationales.

Le Plan de développement de la filière Cacao inclut une Analyse SWOT, l'analyse institutionnelle de la filière cacao au Togo avec la cartographie de tous les acteurs, le financement de la filière, les enjeux et défis majeurs de la filière cacao. Il inclut aussi un Plan de développement selon 4 axes pour le cacao :

1. Amélioration durable de la production, de la productivité et de la qualité
2. Développement de la transformation du cacao marchand et promotion de la consommation locale.
3. Amélioration de la commercialisation intérieure et extérieure du cacao marchand
4. Coordination et gestion de la filière

Et est complété par un Budget de mise en œuvre et un plan d'action détaillé.

La même structure est suivie pour le plan de développement de la filière Café, ou le plan de développement suit les 4 axes suivants :

1. Amélioration durable de la production, de la productivité et de la qualité
2. Développement de la transformation du café vert et promotion de la consommation locale.
3. Amélioration de la commercialisation intérieure et extérieure du café vert en tenant compte du revenu vital prospère du producteur
4. Coordination et gestion de la filière

3. Objectif du projet

L'objectif du projet est d'élaborer des analyses pour aboutir à des stratégies plus approfondies qui tiennent compte du potentiel des 2 filières.

L'analyse abordera les axes suivants :

- i. Potentiel d'augmentation de la production et de la productivité des filières café et cacao au Togo,
- ii. Prise en compte des critères du règlement UE zéro déforestation,
- iii. Identification de marchés cibles et exigences pour chaque produit,
- iv. Révision des possibilités de financement pour l'exécution des deux plans de développement, et
- v. Révision de l'écart entre hommes et femmes dans les secteurs et identification d'opportunités pour les femmes.

Ce projet permettra ainsi d'assurer la promotion des filières cibles et l'identification de niches, des marchés cibles et des partenaires stratégiques. L'impact espéré est de développer au Togo les filières du café et du cacao de façon durable et inclusive, dans la mesure où elles constituent un potentiel significatif et un avantage stratégique pour le Togo.

4. Champ d'application des travaux

La Facilité ICR prévoit de fournir une assistance technique visant à développer les secteurs du café et du cacao.

Le CCFCC fournira un soutien pour la provision des données requises, l'organisation des réunions et des missions (en ligne et lors des éventuelles visites du/des consultant(s) avec la préparation de l'ordre du jour et des réunions elles-mêmes. De même, il mettra à disposition une salle dans ses locaux si nécessaire.

Le CCFCC définit un point focal pour le projet qui sera en coordination régulière avec le consultant. Idéalement les employés du CCFCC participent aux activités du projet afin d'apprendre davantage sur le thème.

Tout au long de la mission, le consultant travaillera sur le dialogue public privé, en réalisant des appels, entretiens, réunions et ateliers avec les parties prenantes publiques et privées. Les consultants assureront la liaison et travailleront en étroite collaboration avec la Facilité ICR, le CCFCC ainsi que d'un ou plusieurs des partenaires de mise en œuvre (GIZ, SNV, Expertise France, British Council) sur le terrain et l'Union Européenne et l'OACPS.

Cette assistance technique sera conçue pour être inclusive du genre et tout au long de l'exercice, le consultant devra mettre l'accent sur le travail avec les entreprises et organisations appartenant à / dirigées par des femmes et des hommes également, ainsi que par des jeunes de moins de 35 ans.

Les services fournis par les contractants consistent à :

1) Réunion d'initiation du projet

- Organiser la réunion préparatoire du projet avec les parties prenantes (incluant CCFCC, Facilité ICR, DUE) ; préparer une présentation indiquant le contenu de l'intervention (étapes,

responsabilités et chronogramme). La méthodologie proposée pour le projet sera aussi présentée.

2) Analyse des filières café et cacao

- L'étude doit être intégrale, mais se construit en fonction des plans de développement déjà élaborés. Si des aspects doivent être complétés (comme potentiel de production de la filière ; opportunités et défis de la filière, au niveau local, sous régional et international), cela se fera sans dupliquer le travail déjà réalisé.
- Étude et révision de l'écart entre hommes et femmes dans les secteurs et identification d'opportunités pour les femmes.
- Le travail se réalisera à partir de réunions avec les acteurs clés, parties prenantes publiques et/ou privées, en réunions bilatérales ou en groupe.

3) Approfondir et étendre les Plans de développement (marchés, environnement, genre et financement)

- Détailler la stratégie d'application des exigences du règlement 2023/1115 de l'UE sur zéro déforestation pour les deux filières. Faire les analyses complémentaires nécessaires dans les aspects environnementaux et sociaux pour renforcer la pertinence et la cohérence des deux stratégies vis à vis des enjeux mondiaux de durabilité.
- Développer les actions à mettre en place pour réduire les écarts identifiés entre hommes et femmes dans les secteurs et identifier les opportunités pour les femmes.
- Approfondir le plan de financement du plan de développement, en particulier pour l'établissement d'un document structurant pour solliciter du financement auprès de partenaires telles que l'UE.
- Approfondir le plan de développement des filières café et cacao à l'horizon 2030. Les aspects à approfondir peuvent inclure :
 - Potentiel d'augmentation de la production et de la productivité
 - L'identification des marchés cibles ainsi que des mesures d'accompagnement à l'accès aux marchés internationaux.
 - L'identification de niches, notamment l'agriculture biologique et des partenaires stratégiques (institutionnels et privés).
 - Évaluer l'organisation des acteurs de la filière en fonction des exigences des marchés potentiels. Proposer des mesures permettant d'accélérer la structuration de la filière (en particulier dans la production).

- Concernant la niche biologique, une stratégie de conversion d'une partie des producteurs existants à l'agriculture biologique incluant l'identification d'acteurs d'appui à la certification et un plan d'accompagnement public.
- Des mesures de promotion de la transformation locale des produits incluant l'identification de filières porteuses et la définition de politiques publiques favorisant l'attraction des investissements dans ces filières (fiscalité, facilité des affaires, formalités administratives, accompagnement, concurrence, etc.).

4) Détailler le plan d'action (« Tableau de matrice des actions »)

- Détailler le plan d'action (« Tableau de matrice des actions ») à partir de l'étude complétée.

5) Atelier de validation

- Préparer et exécuter un atelier de validation avec les parties prenantes publiques et privées pour présenter les Plans de développement approfondis et leurs plans d'action approfondi. Définir une vision et un consensus pour améliorer l'innovation, la productivité et les connaissances parmi les membres et entreprises du cluster.
- Incorporer les apprentissages de l'atelier dans les Plans de développement et leur Plans d'Action.

6) Rapport de fin de projet

- Le consultant rédige ensuite un rapport sur les activités menées et leurs résultats, suivant un modèle fourni par la Facilité ICR. Le document inclue les indicateurs de « *Monitoring & Evaluation* » à définir avec la Facilité ICR, les données résultant des questionnaires et devra décrire le processus et les leçons apprises au niveau de cette intervention.

Le travail pourra être effectué en présentiel et à distance. Au moins un voyage à Lomé et dans les zones pertinentes du Togo, sera nécessaire. Un potentiel deuxième voyage peut être envisagé pour l'atelier de validation.

5. Profil requis de l'expert ou du cabinet

Ce poste est ouvert aux consultants ou aux cabinets possédant les qualifications suivantes :

- Avoir Minimum 10 ans d'expérience dans le domaine du développement, notamment dans le secteur agricole.
- Avoir une vaste connaissance et expérience sur le développement des clusters et de la compétitivité.

- Expertise sur les questions relatives au Genre.
- Expertise en relation aux aspects environnementaux et sociaux et sur les réglementations zéro déforestation de l'UE.
- Jouir d'une expérience avérée dans le domaine du développement économique des pays ACP, de l'Afrique de l'Ouest francophone et du Togo en particulier.
- Jouir d'une expérience relative à l'assistance technique aux gouvernements dans les économies émergentes.
- Au moins un membre de l'équipe doit être basé au Togo.
- Avoir une excellente maîtrise de la langue française (écrite et parlée).

Livrables requis

- Livrables (analyse, plan de développement, plan d'action)
- Les outils de suivi et d'évaluation concernant les services fournis au nom du mécanisme ICR; c'est-à-dire formulaires de satisfaction, photos lors des réunions, événements, ateliers approuvés par la GDPR, etc.
- 1 Rapport de fin de projet.

NB :

- Le candidat peut être une personne physique ou morale
- Si le candidat est une personne physique, la demande devra inclure une cotation de ses honoraires journaliers.
- Si le candidat est une personne morale, la demande devra inclure une offre financière.

L'offre financière devra être calculée conformément aux exigences quantitatives de la spécification des intrants ci-dessus. Il n'existe aucune obligation contractuelle d'utiliser les jours complets/voyage ou ateliers ou budgets. Le nombre de jours/voyages/ateliers et les budgets seront fixés contractuellement comme montants maximums. Les évaluations des candidatures seront basées sur les qualifications techniques et les montants des offres reçues.

Le budget pour au moins deux voyages en mission au Togo devra être inclus dans le budget (ces dépenses en voyage sont ensuite remboursées par la Facilité ICR).

6. Chronogramme, livrables et distribution du temps

Délivrable	Date	Niveau d'effort
Réunion d'initiation du projet	15 jours ouvrables après la signature du contrat	Jusqu'à 1 jour d'expertise

Analyse des filières café et cacao	45 jours ouvrables après la signature du contrat	Jusqu'à 30 jours d'expertise
Approfondir et étendre les plans de développement du café et du cacao	95 jours ouvrables après la signature du contrat	Jusqu'à 31 jours d'expertise
Détailler le plan d'action	120 jours ouvrables après la signature du contrat	Jusqu'à 18 jours d'expertise
Rapport de fin de projet (« Completion report »)	121 jours ouvrables après la signature du contrat	Jusqu'à 1 jour d'expertise

Le projet inclue au total **81** jours d'expertise.

Durée du projet

Le projet durera du **12 Décembre 2024** au **31 mai 2025**.

Voyage

Le pays d'affectation est le Togo.