

Terms of Reference

I. Goal

Brot für die Welt (Bread for the World), henceforth referred to as the Client implements development cooperation by promoting the development work of partner organisations in the country/region stated above. Information about the Client is available at <https://www.brot-fuer-die-welt.de/en/bread-for-the-world>.

The Client finances the partner organisations' work with German federal, church and donation funds, which the Client forwards to the partner organisations. The cooperation between the Client and the partner organisations is based on cooperation agreements, which, among other things, implement the requirements to which the Client itself is bound on the basis of its obligations to its funding agencies (including the Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ / Federal Ministry for Economic Cooperation and Development).

It is the goal of the consultancy and support provided in the area of financial management to enable the partner organisation to meet the minimum requirements associated with funding by the Client and are set out in the respective cooperation agreement with the partner organisations.

Consultancy and support for partner organisations can be carried out in the form of individual consulting, training and workshops for individual partner organisations or training and workshops for staff of multiple partner organisations. The consultancy approach and method is chosen by the Contractor taking into account the needs, framework conditions and prerequisites of the partner organisations/field in consultation with the partner organisations and the Client. Where appropriate, training materials and digital self-learning courses developed by the client shall be used to convey key funding requirements and other content relevant to the consultation.

The consultancy, support and training of partner organisations should be designed in such a way that these organisations disseminate and apply the knowledge gained as multipliers in their own field in order to create sustainable capacities and sustainable knowledge management for the fulfilment of funding agreements.

II. Role of the Contractor

The Contractor supports and advises the partner organisations on behalf of the Client. The Contractor is not the Client's representative towards the partner organisations, nor is the Contractor the partner organisations' representative towards the Client. The Contractor does not take over the tasks of the project officer. The Contractor supports the communication and dialogue between the Client and the partner organisations without taking it over. Direct communication and dialogue between the Client and the partner organisations are maintained.

The Contractor does not have any decision-making powers concerning the cooperation relationship between the partner organisations and the Client. The Contractor does not perform any tasks that may give rise to a conflict of roles or a conflict of interest with the consultations

regarding the funding requirements. This excludes, in particular, the Contractor carrying out or participating in evaluations or audits of the partner organisations concerned which are funded by the Client.

III. Objective of the contract

The objective of the contract and thus of the consultancy and support services to be provided is to strengthen the capacities of partner organisations in the area of financial management, so that they can meet the Client's requirements in these areas associated with funding.

The implementation and achievement of the contract objectives is monitored regularly through reporting by the Contractor, feedback from the partner organisations and from the Client's staff responsible for supporting the partner organisations.

IV. Partner field

Context and Scope of Advisory Engagement: South Caucasus and Central Asia

Bread for the World (BfdW) implements its development cooperation activities in the South Caucasus and Central Asia without maintaining permanent field offices. Engagement in the region is realized through a dedicated funding program currently covering Armenia, Georgia, Kyrgyzstan, and Tajikistan. Across these countries, BfdW cooperates with approximately 25 local partner organizations, which are responsible for the implementation of around 30 ongoing projects. The annual volume of approved funding in the region amounts to roughly EUR 4-6 million. The Regional Desk of BfdW may, where appropriate and feasible, include partner NGOs from Eastern European countries (e.g. Russia, Belarus, Ukraine) in the provision of advisory services.

Partner organizations consist of civil society actors and church-affiliated organizations operating at local, national, and, in some cases, regional levels. Thematic priorities include improving access to essential social services, most notably in the areas of education, health care, and elderly care, economic empowerment and integrated rural development, sustainable agriculture/food security, the promotion of civil society and democratic governance, human rights, peaceful conflict transformation, gender equality, and environmental protection with a particular focus on climate change.

Program interventions are primarily directed towards vulnerable population groups in rural, semi-urban, and urban contexts. At the same time, the strengthening of local grassroots initiatives, civil society organizations, local administrations and civil networks constitutes an important focus of support. Overall, the cooperation program seeks to contribute to sustainable improvements in the socio-economic conditions of disadvantaged groups by combining direct service delivery and empowerment approaches with policy-oriented interventions aimed at addressing structural constraints.

The operational environment in the region has become increasingly complex in recent years. More restrictive legal and regulatory frameworks in Kyrgyzstan and Georgia have narrowed the space for civil society action and significantly heightened compliance requirements. Advisory services in this context therefore demand a solid understanding of country-specific legal frameworks, especially regarding NGO legislation, financial regulations, and reporting standards. Ongoing and structured communication with partner organizations is a critical prerequisite for navigating these evolving political and legal conditions.

The advisory mandate entails remote services as well as regular field visits to partner organizations in their respective countries. Effective implementation requires strong regional expertise, an informed understanding of political dynamics, and the capacity to work in a trust-

based manner with diverse civil society stakeholders in a challenging and changing environment.

The implementation of the contract involves travelling to the partner organisations in their respective locations.

The Contractor must carry out the services with due regard to the needs of the partner organisations and their staff. This includes an adequately sensitive approach to the persons (participants) being advised, particularly with regard to gender and socio-cultural dynamics. The services of the Contractor must be adapted to the language of the target group or advised persons/participants and are provided in English, Georgian, Russian. Communication with the Client takes place in English. The Contractor ensures that the persons entrusted with the implementation of the contract have appropriate language skills.

V. Areas and tasks, lots

The tasks and areas are described below. As described under III. (Objective of the contract), the consultancy and support services are designed to empower and strengthen partner organisations to meet the funding requirements in the area of financial management.

In the field of financial management, the consultancy and support services comprise the following areas and tasks:

- Identification of consultancy and support needs of partner organisations regarding financial issues which are related to funding requirements
- Support in the further development of appropriate financial management systems and internal control systems (ICS), including an appropriate cost sharing policy
- Support in meeting funding requirements in financial/budget planning, monitoring income and expenditure trends and preparing financial reports
- Support in implementing specific changes in the partner organisation and/or the project required to meet the funding requirements of the Client
- Supporting the identification of possible further consultancy needs that go beyond selective changes
- Support in selecting and commissioning auditors related to funding by the Client
- Support in the preparation of audits of the Client's partner organisations
- Support with follow-up of audits, in particular by evaluating the results of the audit report and the management letter as well as identifying and, if necessary, implementing consequences/recommendations resulting from the audit report
- Specialist support for the dialogue between the Client and the partner organisation on the above areas and other issues related to the funding requirements

Optional: Provision of additional services for the Client (not covered by the procurement procedure)

In addition to the consultancy and support services described above in the field of financial management for partner organisations, the Client also frequently commissions the Contractors to provide additional services for the Client.

The services listed below are optional and can be ordered separately by the Client if required and with the consent of the Contractor. Logistical and organisational tasks are remunerated at 70 percent of the agreed gross daily fee and content-related specialist services are remunerated at 100 percent of the agreed gross daily fee.

- Organisational and logistical support for
 - planning and accompanying project, press and delegation trips to the region and
 - the implementation of national and regional events, workshops, partner consultations, exchange meetings, etc. such as planning itineraries, organising transport (incl. ticket bookings), premises, accommodation, catering.
- Content-related specialist support such as:
 - Support in translating and proofreading of Brot für die Welt (Bread for the World) documents (checking their comprehensibility according to contextual criteria)
 - Consultancy and support in the preparation of content regarding cooperation with partners for public relations work
 - Support for/contribution to the further development of consultancy concepts
 - Preparation of updates on contextual information from the region (regularly or ad hoc as required)
 - Contributions to relevant topics in the cooperation (by the CSS or by commissioning studies, support and consultancy in the preparation of terms of reference, identification of consultants, etc.).
 - Support in the local preparation of newly arrived professionals (information/sensitisation of the partner organisation on details of partner placement, implementation of country familiarisation sessions specifically adapted for the professionals) and scholarship work.

The additional services are not the subject of the procurement procedure and are also not the subject of the evaluation of the tenders. There is no obligation to perform the additional services.

VI. Procedure and demand

The provision of services and their scope is carried out in close coordination with the Client and partner organisations. A plan is drawn up for each year, which forms the basis of the annual contracts to be concluded with a term of up to 12 months (No. 3 framework agreement). The annual planning must be oriented towards a medium-term strategy of capacity strengthening of the partner organisations.

There is close coordination between the Client and the Contractor, also on the basis of regular meetings. Upon consultation, the parties may decide to deviate from the planning overview.

The digital self-learning courses developed by the Client, as well as other training materials, are to be included in the consultancy services for partner organisations wherever possible. An exchange on consulting approaches, content specifications and training materials takes place within the framework of coordination meetings. The Client has the right to demand that the

Contractor adapt the material for training and consultancy purposes. The materials developed by the Contractor under this contract must be made available to the Client for further use.

The scope of the annual contract may vary. These fluctuations arise both from the annual needs of the partner organizations, which are determined during the planning of the annual contracts, and from the amount of the annual funding provided by the funding agency. The contractor has no claim to a specific scope of the annual contract.

Based on the consulting volume of the previous years, the Client estimates the scope of consultancy per year during the contract period as follows

- Financial Management: **approximately 70 days**

The total amount of expected travel time is **approximately 15 days**. For more detailed information on the remuneration of the travel days, please refer to Annex 3 “Terms and conditions for payment to the Framework Agreement”.

The Contractor responds to consultancy enquiries from partner organisations within a reasonable period of time. In principle, training courses must be held in the period in which they are scheduled in the planning overview. Training courses—including those not yet included in the planning overview—must be carried out with an appropriate lead time. Dates must be announced to the Client and the partner organisations in good time and communicated appropriately.

VII. Preparation and support by the Client

When a contract is concluded, the Contractor or his/her staff are systematically prepared for their work by the Client and introduced to the minimum requirements in the field of financial management, which are associated with funding by the Client and are set out in the cooperation agreement. As part of the preparation process, the consultants engaged by the contractor are required to familiarize themselves with the digital self-learning courses prior to commencing their consulting activities. Successful completion of the self-learning courses is confirmed by the client through certification. Furthermore, the Client offers regular online sessions for information and discussion of current changes and adaptations of the minimum requirements in the area of financial management. Contractors are also regularly invited to participate in exchange meetings on methodological issues.

Participation in events on the introduction and on current changes and adaptations of the minimum requirements is mandatory. Depending on the type and scope of the agreed service(s), several consultants may participate. Induction is provided for those consultants who are actually involved in the execution of the contract. The number of consultants participating in the Client's training courses is limited to the number of persons required for the execution of the contract.

The induction training by the Client follows a modular curriculum, making use of the digital self-learning courses, and takes place online, face-to-face or in a hybrid setting. The induction training lasts six days or 48 working hours and is usually delivered over a period of several weeks. Subsequent consolidation sessions and, if required, updates are mainly held online. A virtual platform is used to support the exchange of information and knowledge between the Client and the Contractor.

In the case of face-to-face induction training, the Client bears the costs for transport, accommodation and meals for the Contractor's training courses as well as a remuneration for a maximum of two representatives of the Contractor per lot at half the agreed fee rate. If the induction training is held digitally, remuneration for a maximum of two representatives of the Contractor per lot will also be reimbursed at half the agreed fee rate. The net training time is remunerated, which covers any preparation and follow-up work as well as travel time.

Participation in the events on current requirements and adjustments (approx. 4 times a year, 2 hours each) is compulsory and remunerated.

Participation in the exchange meetings on methodological issues (approx. 3 times a year, 1.5 hours each) is voluntary and not remunerated.

VIII. Requirements for carrying out the contract

The following areas of expertise must be fulfilled in carrying out the contract.

1. Professional expertise

Qualification in the field of financial management, administration of donor funds, financial management software, capacity building on financial management.

2. Methodological expertise

Planning and design of training courses, design of consultations, implementation of guidelines and donor requirements in projects, blended learning and knowledge management; moderation skills, didactic skills, ability to work with groups, systemic view, ability to analyse, promote ability to act, participative techniques, shaping a constructive conflict culture.

3. Digital expertise

Competence in planning and implementing different digital training and consultancy formats. Ability to design and use digital formats and tools according to the needs of the target group.

4. Self-competence

Understanding of roles, self-reflection, self-awareness, unlearning, willingness to innovate.

5. Social competence

Empathy, communication skills, relationship building, ability to focus on potentials and strengths, change of perspective, adequate interaction with those being advised, gender sensitivity, adequate handling of emotions, intercultural competence.

IX. Results/Documentation/Reporting

The regulations in No. 11 of the Framework Agreement apply to reporting.

With regard to the monitoring of the consultancy and training measures, the reporting on the services provided and the results achieved, further detailed agreements can be made when the contract is awarded, which serve to ensure the transparency and quality assurance of the measures carried out.

X. Technical equipment/premises

The training sessions and consultations of the partner organisations by the Contractor are held on site at the partner organisations or digitally as well as by phone and email.

The Contractor must be available by telephone and email during normal business hours in the country/region concerned. The Contractor must use common file formats for communication with the Client and the partner organisations. The Contractor must have the necessary software and hardware to use and create word processing documents, spreadsheets and presentations, and have programs to implement digital consultancy services (e.g. via Zoom).