



BANQUE D'INVESTISSEMENT ET DE DEVELOPPEMENT DE LA CEDEAO
ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT
BANCO DE INVESTIMENTO E DE DESENVOLVIMENTO DA CEDEAO

**TERMS OF REFERENCE FOR THE RECRUITMENT OF A CONSULTANT TO DEVELOP A
PROCEDURE AND SAMPLES FOR OBJECTIVE AND PERFORMANCE CONTRACTS
FOR THE EXECUTIVE STAFF OF EBID**

1. PRESENTATION OF EBID

The ECOWAS Bank for Investment and Development (EBID), the financial arm of the Economic Community of West African States (ECOWAS), is an international financial institution covering the fifteen (15) ECOWAS Member States: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

Since January 2007, it has been organised as a single entity with two windows, one for private sector promotion and the other for public sector development. Its authorised capital, amounting to two billion five hundred million (2,500,000,000) units of account, is offered on a two-thirds (2/3) basis to regional members and one-third (1/3) to non-regional members. The regional members of the Bank are the fifteen ECOWAS Member States, while the non-regional members are the States and other legal entities which are not members of ECOWAS and which subscribe to the capital of the Bank.

1.1 VISION, MISSION AND OBJECTIVES OF EBID

EBID's vision is to become the leading regional development and investment Bank in West Africa, spearheading wealth creation, economic growth and industrialisation for the well-being of the people in the region.

The mission of EBID is to promote the financing of both national and regional development programmes and projects for the emergence of an economically strong, industrialised, and prosperous West Africa that is fully integrated into the global economic system with a view to taking advantage of the opportunities offered by globalisation.

To fulfil its mission, EBID works alongside the ECOWAS Commission by translating regional integration and economic and social development programmes into specific projects. The architecture of these programmes is designed by the ECOWAS Commission in accordance with the strategic guidelines and political impetus provided by the highest authorities of the Community.

To finance its activities, the Bank has recourse to two main categories of resources: resources internal to the Community and external resources. Internal resources are those mobilised within the sub-region and include capital resources, resources on regional financial markets and special regional funds.

External resources are those mobilised from bilateral or multilateral financial partners such as governments, multilateral development banks or other international banks or financial institutions.

1.2 ORGANISATION

EBID is headed by a President assisted by three Vice-Presidents and a Secretary General. Its head office is in Lomé, Togo. It employs nationals from all ECOWAS member States.

EBID has a Board of Governors and a Board of Directors. The Board of Governors is the supreme decision-making body, meeting at least once a year. The Board of Directors manages the Bank's general operations and meets at least four times a year.

1. 3 ACTIVITIES AND AREAS OF INTERVENTION

EBID operates in the public sector, particularly in rural development, basic infrastructure and the social sector. It is also active in the private sector, particularly in commercial infrastructure, industry and services, energy and water, financial services and support for SMEs, and short-term transactions.

Its operations take the form of direct medium and long-term loans, equity investments, co-financing or loan syndications, granting lines of credit and setting up refinancing framework agreements, issuing and guaranteeing loans, bonds, bills and securities, financial engineering and financial services operations and short-term financing.

2. BACKGROUND AND JUSTIFICATION OF THE CONSULTATION

In recent years, EBID has embarked on a vast project to strengthen its governance, with a view to bringing itself into line with the best international standards in the field. With this in mind, it has undertaken a series of institutional and operational reforms, placing particular emphasis on accountability as a means of encouraging excellence. Performance contracts, together with a periodic appraisal system, are concluded annually between the Bank and its staff. However, this system, which applies to non-executive staff and the Secretary General, does not apply to the President and Vice-Presidents of the Bank.

Therefore, in order to subject all the Bank's senior management to the objective-setting and performance appraisal system, the Board of Governors has requested that an appraisal system be drawn up for the President and Vice-Presidents of the Bank, including the introduction of performance contracts. This new system will be extended to the Secretary General, whose status has changed to that of a member of the executive staff as a result of the recent institutional reforms.

It is specified that the setting of objectives and the evaluation of the performance of the President of EBID will be the responsibility of the Board of Directors, which will inform the Board of Governors, while the other members of the executive staff, i.e. the Vice-Presidents and the Secretary General, will be the responsibility of the President who will inform the Board of Directors.

In view of the foregoing, EBID plans to call on the services of a consultant capable of providing effective support in setting up this system for consolidating its governance.

3. OVERALL OBJECTIVE OF THE CONSULTATION

The overall objective of the assignment is to assist EBID in further strengthening its governance through the establishment of a system of objectives and performance evaluation for the Bank's President, Vice-Presidents and Secretary General, based on the Bank's operational and financial performance, in line with its strategic plan, exemplary governance, the Bank's impact on the Community in all respects and all other relevant considerations.

4. SPECIFIC TASKS OF THE CONSULTANT

The consultant's specific tasks are as follows:

- To draft a procedure for setting objectives and assessing the performance of the President, Vice-Presidents and Secretary General;
- To draw up model objectives and performance contracts for the President, Vice-Presidents and Secretary General, clearly defining the actions expected of them, based on the Strategic Plan, among other things;
- Propose evaluation criteria and performance indicators for the President, Vice-Presidents and Secretary General, based on the Bank's operational and financial performance, in line with its Strategic Plan, exemplary governance, the Bank's impact on the Community in all respects and all other relevant considerations.
- Propose a method for the evaluation of the President by the Board of Directors;
- Propose a method for the evaluation of the Vice-Presidents and the Secretary General by the President.

5. EXPECTED RESULTS

At the end of the consultant's assignment, the Bank shall have in French and English:

- A procedure for setting objectives and evaluating the performance of the President, Vice-Presidents and Secretary General;
- Models of performance contracts for the President, Vice-Presidents and Secretary General, defining their respective performance expectations, evaluation criteria and performance indicators.

6. ORGANISATION OF THE ASSIGNMENT

The consultant will hold a scoping meeting and, if necessary, progress meetings to enable them to complete their assignment. These working sessions will be organised with an internal working group that will assist the consultant in carrying out the assignment.

7. DELIVERABLES

At the end of the assignment, the consultant shall provide in French and in English:

- A procedure for setting objectives and assessing the performance of the President, Vice-Presidents and Secretary General;
- One or more model contracts of objectives and performance for the President;
- One or more model contracts of objectives and performance for the Vice-President in charge of Finance and Corporate Services;
- One or more model contracts of objectives and performance for the Vice-President in charge of Operations;

- One or more model contracts of objectives and performance for the Vice-President in charge of Risk and Control;
- One or more model contracts of objectives and performance for the Secretary General.

8. QUALIFICATIONS, SKILLS AND ABILITIES REQUIRED

Consultants invited to tender should preferably be firms, with a good international reputation and good knowledge of the ECOWAS region.

The consultant or key personnel must:

- Have an academic or university background in human resources management, management, public administration, law, occupational psychology or other disciplines relevant to the assignment;
- A minimum of 10 years' experience in an HR management firm or a multinational company in the financial sector in the field of HR management, management or organisational development;
- Have carried out several staff appraisal assignments and implemented performance management tools for senior executives;
- Proven experience in drafting procedures and performance contracts, especially for international organisations;
- Good interpersonal and teamwork skills;
- Ability to communicate fluently, both orally and in writing, in French and/or English, with a good knowledge of the other language;
- Good command of IT tools.

The consultant shall be responsible for all insurance or medical costs relating to the consultant during the performance of its services.

The consultant shall take steps to obtain any visas or certificates of residence that it may require in order to perform its duties and fulfil its obligations under the Contract. The Bank will assist the service provider in this process whenever necessary.

9. COMPOSITION OF THE TENDER FILE

The tenderer shall submit in French and English two offers in two separate envelopes for each language.

- a) The technical offer, corresponding to a note on understanding the terms of reference and which must include all the information necessary for its proper evaluation, shall include in particular:
 - Presentation of the firm (corporate form, addresses, areas of activity, organisation, professional references, membership of a network, among others);
 - The proposed working methodology;
 - The provisional timetable for the work;

- The organisation of the team, the CVs and copies of the diplomas of those involved;
 - Certificate of discharge from social security contributions;
 - Tax clearance certificate;
 - Proof of similar projects carried out.
- b) The financial offer must be presented as a global lump sum excluding taxes in US dollars. For the purpose of evaluating the proposals, any financial bid expressed in a currency other than the US dollar will be converted at the exchange rate on the deadline for receipt of bids. The consultant will then provide a detailed breakdown of the lump sum including all costs (fees, out-of-pocket expenses and other disbursements). The conditions of the market concluded are not revisable during the term of office.
- EBID reserves the right to have all information verified and to reject any tenderer who has provided erroneous or incomplete information.
- c) The two envelopes shall be inserted in a large envelope marked "Tender for the selection of a consultant to develop a procedure and models of performance contracts for the President, the Vice-Presidents and the Secretary General of EBID - To be opened only at the tenders opening session".

10. TENDER EVALUATION CRITERIA

10.1. TECHNICAL OFFER

N°	EVALUATION CRITERIA	Points
1.	Understanding of the assignment in the light of the ToR	10 points
2.	Proposed methodological approach 30 pts	30 points
3.	Proposed timetable 10 pts	10 points
4.	Technical qualifications of the consultant (copies of diplomas and certificates)	15 points
5.	At least three (3) assignments involving the drafting of models for objective and performance contracts for Senior Executives	20 points
6.	At least three (3) assignments in due-diligences for the implementation and deployment of objective and performance systems for staff of international financial institutions	15 points
7.	Total	100 points

Only the technical bids with a score of 70% or more will be considered for the opening of the financial bids.

10.2. FINANCIAL OFFER

The lowest priced proposal (Pm) will be awarded a maximum price score (Np) of 100. The price score of the other proposals will be calculated by the following formula $N_p = 100 \times P_m / p$, where "Np" is the price score, "Pm" is the lowest price, and "p" is the price of the proposal being evaluated.

The weightings assigned to the technical proposal (T) and the financial proposal (F) respectively are:

T = 70%

F = 30%.

The weightings are ranked according to their combined technical (Nt) and price (Np) scores using the weightings (T = the weighting assigned to the technical proposal; F = the weighting assigned to the financial proposal; T + F = 1) as follows: $N = N_t \times T\% + N_p \times F\%$.

11. DURATION OF THE ASSIGNMENT

The duration of the assignment shall be a maximum of three (3) months.

12. DEADLINE AND PLACE FOR SUBMITTING APPLICATIONS

The deadline for submitting applications shall be 10.00 a.m. GMT on 11th September 2024.

Electronic applications are not accepted.

However, each firm must enclose an electronic version of its application on USB key.

All applications shall be submitted in French and in English in duplicate (original and copy) in to the following address.

ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT

Secretariat of the Department of Administration and General Services - Office 505 D

"Tender for the selection of a consultant to draw up a procedure and models for objective and performance contracts for the President and Vice-Presidents.

To be opened only at the counting session".

128, Bd. du 13 janvier BP 2704 Lomé - Togo

Tel: (228) 22 21 68 64

13. INFORMATION

For any request for clarification on the terms of reference or for information deemed necessary for the performance of this assignment, the consultant may contact any of the following:

- M. Moctar COULIBALY, Secretary General,
Email : mcoulibaly@bidc-ebid.org
- M. Mamadou Saidou CAMARA, Directeur of the Legal Department,
E-mail : mcamara@bidc-ebid.org