



# *Terms of Reference: Call for Service Providers in Antananarivo*

*ICLEI Africa invites applications from qualified service providers to  
support the implementation of the pilot project titled:*

*"Urban Agriculture and Nutrition Education for School Gardens in  
Antananarivo"*

**Bids due: 13h00pm on 14 June 2025**

*All bids should be valid for 30 days.*

**Work is expected to start 3 July 2025**

*Bids and technical queries can be sent to: [ivan.pauw@iclei.org](mailto:ivan.pauw@iclei.org) with cc to [tiago.damasceno@iclei.org](mailto:tiago.damasceno@iclei.org)*

***AfriFOODlinks*** – Launched in December 2022, AfriFOODlinks is an EU-funded project coordinated by ICLEI Africa, bringing together 26 partners from across the globe to enhance food security

*and urban sustainability in more than 65 cities across Africa and Europe. The project applies an urban food systems lens to drive transformative change by promoting shifts toward healthy and sustainable diets, reshaping urban food environments through real-world socio-technical experiments, and fostering inclusive multi-actor governance. By empowering public officials, small businesses, and communities with ownership and agency, AfriFOODlinks enables them to actively shape their food systems. Additionally, the project accelerates innovative agri-food businesses, with a strong focus on women- and youth-led enterprises, to support local value addition and foster inclusive economic participation.*

**ICLEI** – Local Governments for Sustainability is a global network of more than 1,750 local and regional governments committed to sustainable urban development. Active in 100+ countries, ICLEI influences sustainability policy and drive local action for low emission, nature-based, equitable, resilient and circular development. The organisations' Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.

## 1. Background

*AfriFOODlinks is implementing real-world socio-technical experiments—referred to as pilot projects—to test scalable interventions in urban food environments. The pilot project in Antananarivo was conceptualised following a city-to-city exchange in 2024, during which a delegation visited the city to better understand its food system challenges and identify entry points for change. A local dialogue was convened as part of the exchange, bringing together key stakeholders whose insights and experiences played a central role in shaping the proposed intervention.*

*This Terms of Reference (ToR) invites applications to implement the Antananarivo pilot project under the AfriFOODlinks initiative. The concept emerged directly from the 2024 learning exchanges and is grounded in the findings of the State of City Food Systems Report – Antananarivo, produced by the city's AfriFOODlinks Embedded Researcher. This same researcher led the development of the pilot proposal. The intervention builds on existing collaborations between the Commune Urbaine d'Antananarivo (CUA), local public primary schools, and private sector partners.*

*Six schools have been engaged and have requested support in developing nutritional education - See Annex 1. They have requested school gardens as a means of supplementing existing nutrition initiatives and providing learning spaces for broader school curricula. Each school has provided space available for these gardens outlined in Annex 1.*

*Through the appointment of this service provider, the project aims to:*

- *Promote healthy diets through nutrition education in in at least three out of these six public primary schools (EPPs) – see Annex 1 for table of EPPs*
- *Establish easy-to-operate school gardens focused on the intensive production of nutritionally dense crops for learning purposes and establish a system demonstrating how these crops can be incorporated into the diets of local learners (eg. via inclusion into school meal programs, take-home packages, or other modes).*
- *Strengthen collaboration with the private sector to support urban agriculture and ensure sustainability*
- *Provide a model for future scaling out of nutrition education and awareness to other schools across CUA*

## 2. Scope of work and key deliverables

*ICLEI Africa is looking to appoint a qualified service provider (individual/organisation/consortium) with proven experience in urban agriculture, nutrition education, and stakeholder engagement in Madagascar or similar contexts.*

***The selected service provider will be expected to:***

### ***1. Conduct Inception and Planning***

- *Attend an inception meeting with ICLEI Africa and CUA*
- *Develop a detailed work plan and implementation schedule. This will include the selection of at least **three out of the six schools listed in Annex 1** for implementation of the following actions listed in points 2-6 below.*

## **2. Coordinate Nutrition Education Activities**

- *Integrate nutrition education into six selected EPPs*
- *Develop and distribute engaging learning materials*
- *Organise school-wide activities (quizzes, cooking workshops)*

## **3. Design and Support Urban Agriculture Interventions**

- *Train students, parents, and private-sector gardeners in techniques such as composting, AULNA (Low Space No Space) agriculture, and micro-irrigation*
- *Coordinate the provision and installation of necessary materials and inputs*
- *Oversee planting and maintenance of gardens in schools*

## **4. Mobilise and Engage the Private Sector**

- *Identify and engage private companies for support through RSE (Responsabilité Sociétale des Entreprises)*
- *Facilitate partnerships and potential co-financing agreements*

## **5. Lead Communication and Sensitisation**

- *Develop communication tools (e.g. stickers, guides, social media content)*
- *Organise public campaigns and local events using three school pilots as demonstration sites*
- *Host a learning engagement to showcase process and share learnings of project with national government (department of education), CUA, and schools across Antananarivo*

## **6. Monitor, Evaluate and Report**

- *Support the establishment of management committees in each school*
- *Implement participatory monitoring evaluation and learning mechanisms (e.g. garden journals, school committees) – additionally, applicants will be required to used assessment guidelines provided by ICLEI*
- *Conduct baseline and end line assessments relating to nutritional awareness*
- *Produce a final report including outcomes, learnings, and recommendations*

## **7. Deliverables:**

- *Detailed work plan and inception report*

- Nutrition education programme developed and implemented in at least three EPPs
- Minimum 3 capacity-building sessions on agroecological techniques
- Installation of gardens and distribution of agricultural kits to selected schools
- Minimum 2 workshops or engagements with private sector actors
- Communication toolkit and campaign materials including an educational mural at each of the selected schools.
- Monitoring framework with basic baseline/endline data on nutritional awareness
- Final report and assessment of experimentation using the [Urbal](#) methodology.

### 3. Timelines & key milestones

Month 1: June

Milestone	Timeline
Inception & planning complete	Month 1
Nutrition education & training rolled out	Month 2-8
Garden Installations completed	Month 4-8
Private sector partnerships facilitated	Month 5-8
Final Reporting and Handover	Month 9

### 4. Budget

The budget submitted should be organised by activity, including staff time and disbursements. The total budget should not exceed €35,000, inclusive of all costs (training, printing, transport, materials, etc.). ICLEI will not cover any unbudgeted items. Budget efficiency and value-for-money must be demonstrated.

### 5. Submission requirements

1. Proposals may be submitted in **French or English** by individuals, organisations or by a consortium of two to three (2-3) individuals. Only complete proposals will be considered. Proposals must include the following sections:
  - Clear description of each of the proposed activities and anticipated outputs, as well as a short explanation of how each activity will be done (methods) and by whom.
  - A work plan and time schedule of activities should be submitted
  - Project budget supporting the proposed work plan.
  - A clear description of how the sustainability of the intervention will be ensured
  - Company profile (if available)



- Short bios of the person/s who will work on this project, indicating their respective roles and responsibilities.
  - CVs of relevant persons who will work on this project, detailing qualifications, skills, experience and past track record, particularly in relation to the main requirements and skills and competencies requirements for service providers as outlined above.
2. *Demonstrated experience:* A table or list of relevant projects, including the name, project description, client, monetary value, your role in the overall project and contact details of project reference(s).

## 6. Submission process and timelines

Please indicate interest in submitting a bid by **6 June 2025**, so any responses to queries may be shared with all bidders. Bidders will not be excluded from submitting bids if notice of interest is not indicated, but these bidders will not receive responses to any queries and clarifications raised. Kindly submit your proposal to Ivan Pauw at [ivan.pauw@iclei.org](mailto:ivan.pauw@iclei.org) with cc to [tiago.damasceno@iclei.org](mailto:tiago.damasceno@iclei.org) by 13:00pm on **14 June 2025**. At all times, please use the subject line, Service Provider: AfriFOODlinks Antananarivo Pilot Project.

See the timelines for submission process and first meetings below:

21 May 2025	ToR advertised
6 June 2025	Deadline for sending requests for clarification or queries regarding the ToR to ICLEI Africa, if any
11 June 2025	Response to queries from ICLEI Africa
14 June 2025	<b>Proposal submission closing date</b>
2 July 2025	Service provider appointed
7 July 2025	Inception meeting/call with appointed service provider

## 7. Additional information

ICLEI - Africa is committed to the pursuit of excellence, diversity and in achieving its gender, equity and development aspirations.

**ICLEI AFRICA RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER AS PER THIS TERMS OF REFERENCE.**

Please be aware if you do not hear any feedback, either ICLEI-Africa has decided not to appoint a service provider for this piece of work, or you have been unsuccessful in your application.

## 8. Annex 1

*Table 1: Proposed EPPs for the Antananarivo Pilot Project*

<i>Arrondissement</i>	<i>Name of EPP (École Primaire Publique)</i>	<i>Number of Students</i>	<i>Garden Area (m<sup>2</sup>)</i>
1	<i>EPP Ambodin'isotry</i>	<i>1,314</i>	<i>228</i>
2	<i>EPP Ambohitsoa</i>	<i>763</i>	<i>362</i>
3	<i>EPP Ankadifotsy II</i>	<i>293</i>	<i>261</i>
4	<i>EPP Mahamasina Sud</i>	<i>369</i>	<i>124</i>
5	<i>EPP Ambatomaro</i>	<i>459</i>	<i>160</i>
6	<i>EPP Anosisoa</i>	<i>473</i>	<i>370</i>
	<b><i>Total</i></b>	<b><i>3,671</i></b>	<b><i>1,505</i></b>