



Terms of Reference: Call for Implementing Agent in Quelimane

ICLEI Africa invites applications from qualified service providers to
implementing Agents of the AfriFOODlinks project:

"Capacity Building for Food Vendors: Strengthening Quelimane's Central Market"

Applications due: 13h00 (SAST) on 15 August 2025

All applications should be valid for 30 days.

Selection to be completed by 29 August 2025

Bids and technical queries can be sent to: tiago.damasceno@iclei.org

AfriFOODlinks is delivered by: ICLEI Africa (coordinator), ACRA, African Population and Health Research Centre (APHRC), Agence de Financement et de Promotion de Petites et Moyennes Entreprises (AFP/PME), Agence du Développement Économique Urbain (ADEU), Centre de coopération internationale en recherche agronomique pour le développement (CIRAD), City, University of London, Département de Technologie Alimentaire de l'IRSAT, Està - Economia e Sostenibilità, Food Rights Alliance, HIVOS, ICLEI Europe, ICLEI World Secretariat, Inades Formation Burkina, Institut de Recherche pour le Développement (IRD), Institut National de Nutrition et de Technologie Alimentaire (INNTA), Jaramogi Oginga Odinga University of Science and Technology (JOOUST), L'institute Agro, Milan Urban Food Policy Pact (MUFPP), Oribi Village, Rete Semi Rurali, Rikolto, Shona East Africa, South African Urban Food & Farming Trust, University of Cape Town, University of Ghana, Women in Sustainable Enterprise (WISE)

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. Quelimane's Central Market had a devastating fire in 2023 that destroyed over 1000 stalls. In response, GAIN (an international NGO that does work in Quelimane) together with the Municipality of Quelimane, have been championing a market reconstruction. The reconstruction project is intentionally targeting the improvement of food safety, reduction of food waste and bettering the access to nutrition.

ICLEI Africa, partnering with the Municipality of Quelimane and GAIN, is aiming to strategically invest in aspects that improve food security and food hygiene that reduce food waste around the activities of the market. The investment will focus on three interventions:

- A) Distributing Cooler boxes for Last-Mile distribution of fresh fish from the markets;
- B) Creating a pre-financed Credit to be used by the vendors with cooler boxes.
- C) Deliver specialised training on Nutrition, Food Safety, Food Waste, Business and Market Management to beneficiary vendors.

To support the delivery of the project, ICLEI Africa is looking for an Implementing Agent that can provide logistical, financial and project management role while being a trusted partner in Quelimane. The Service Provider will be expected to have a strong budget handling experience, capacity to facilitate conversations with a wide range of stakeholders, and be well organised to deliver effectively the logistics of the project. It is imperative that the applicant has a base in Quelimane, Mozambique.

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

- Improve access to nutritious food by enhancing market infrastructure and food handling practices.
- Reduce food waste through innovative technologies
- Create new economic opportunities for vendors and small businesses by enabling value added activities and ensuring better food storage and distribution systems.
- Foster inclusive governance and decision-making within the market by involving vendors, local government, and other stakeholders.
- Provide a scalable model for future market improvements in Quelimane and beyond.
- The pilot will also serve as a proof-of-concept that could attract future funding for expanding these

2. Scope of work and key deliverables

ICLEI Africa is looking to appoint a qualified service provider (individual / organisation / consortium) fluent in Portuguese and English, with proven experience in project management, project logistics and that can be able to facilitate and write concise and complete reports on multi-stakeholder workshops. The Service Provider must have an established base in Quelimane, Mozambique.

The Applicant will be a partner playing a crucial role in the implementation of the pilot project alongside ICLEI and GAIN. Below are the responsibilities of the Applicant which culminate on a table that places those against the responsibilities of ICLEI and GAIN for context.

The selected Service Provider will be expected to:

1. Implement the following project elements

The Tasks of the Applicant will be intrinsic with those of ICLEI and GAIN. Below is a description of the tasks of the applicant followed by a table that embeds those tasks in the context of the tasks of the other two partners.

1. Ice Credits: Develop a plan and implement the Ice Credit subtask. Following the erection of an ice factory in the Central Market, design a starter-pack benefit that will help vendor beneficiaries to access sponsored ice for their business activities (making use of funds allocated by the project). The distribution of this fund will need to be negotiated with the Ice Factory owner and the traders to ensure effective application of the system without any losses. The task includes distribution of the individual vendor credits, while ensuring a centralised payment from ICLEI to one recipient in one or two tranches.
2. Logistical support to vendor Training – Logistical support for the implementation of the training. The training will be done by GAIN expecting between 3 and 4 days of training to 50 vendors each day. The Applicant will be managing:

- i. Venue hiring on a professional venue agreed upon by ICLEI.
 - ii. Catering
 - iii. Distribution (payment) of stipends to vendors for attending with signed register.
 - iv. Preparation of workshop space, materials for workshop, local logistics
 - v. Documentation of training (Photos, registers, summarised report)
 - vi. Contacting local offices for accommodation and traveling (while purchases are done by ICLEI)
- 3. Assessment of Intervention – a key output of the project is to find how the interventions have impacted the system of fresh fish distribution. The task is to design and implement a strategy on how to do this assessment. The applicant is to run at least 2 activities in this regard (these are considered minimum but we invite additional proposals):
 - i. 2 surveys (one before intervention and one after) unpacking indicators of change in the system. For example but not limited to: lifespan of the product, vendor income of vendor, quantity of sales, satisfaction of buyer, clientbase, proportion of food loss and waste, etc...
 - ii. a workshop at least 3 months after the training and the distribution of the cooler boxes. The workshop will need to follow the [URBAL](#) method and collect from relevant stakeholder representatives (municipality, market manager, ice factory manager, vendors, clients, fisherman, etc...) reflections on how the interventions impacted the system and possible ways forward.
- 4. Produce a report – Produce a report that:
 - i. reflects on the implementation of the three interventions by the project (A. Distribution of Cooler Boxes; B. Ice Credit; C. Training);
 - ii. captures the findings of the surveys and workshop with the System Stakeholders.
 - iii. proposes plans for future iterations of the interventions
 - iv. prepares a handover plan for the project activities.
 - v. Throughout the project, the Service Provider will be expected to generate and share communication (photos, videos) and Verification (registers, minutes, distribution list) information related to the implementation of the project. These will substantiate the Report.
- 5. Logistics – all logistical, technical and administrative activities and costs need to be included in the proposal. These may be, but not limited to: venue hiring, transport and travelling, catering for the events, materials and tools for the training and workshop and other functions, communication, distribution of credit to vendors, etc...

2. Deliverables

The Service Provider will be expected to deliver:

- Logistics for 1 Training to the Vendors
- Ground logistics for implementation of the project
- Design and implement Ice Credit distribution system
- 2 Surveys (before and after)
- 1 full day workshop with system stakeholders in Portuguese
- 1 Report in English reflecting on the 3 interventions, impact assessment and future planning and handover plan for the interventions.

See table below which illustrates the separation of tasks between partners.

Task	ICLEI	GAIN	Applicant
Trader relationship: Selection and liaison with vendor beneficiaries of cooler boxes, ice credits and training. (150 – 200 vendors)		Lead	
Cooler Boxes:			
• Writing specifications, holding contractual agreement with supplier.	Lead		
• Receive Cooler Boxes from supplier in Quelimane, distribute them to beneficiaries after the training.		Lead	
Vendor Training: (150 – 200 vendors – 1 day training for 50pax max)			
• Develop and deliver training on Nutrition, Food Security, Hygiene, Business and Market Management.		Lead	
• Logistics of training including payment: venue; catering; distribution of stipend for vendors; Documentation; etc. • Ad-hoc logistics in Quelimane around flights, accommodation if needed.			Lead
• Payment for Flights, accommodation for Trainers	Lead		
Ice Credits:			
<u>Co-design</u> with relevant stakeholders (vendor representatives, municipality, Private Ice factory manager), <u>implement</u> and <u>monitor</u> a sustainable system of distribution of ice credits to be used by beneficiary vendors.			Lead
• Payment of credit to centralised Ice Credit distributor (not more than 2 tranches)	Lead		
Assessment of intervention: (3 months after training)			

<ul style="list-style-type: none"> Design and implement 2 surveys on vendors (before and after interventions) to assess impact of interventions focusing on Food Security, Hygiene and Business. 	Inputs and oversight	Inputs and oversight	Lead
<ul style="list-style-type: none"> Prepare and run a day-long workshop with representatives of the Food system stakeholders following Urbal Method, to assess the impact of the interventions. 		attend	Lead
<ul style="list-style-type: none"> Logistics of Workshop: venue; catering; distribution of stipend for vendors; Documentation. 			Lead
Report: Write a report that reflects the 3 interventions, their application, their impact, the future planning and handover strategies			Lead
Logistics in Quelimane: <ul style="list-style-type: none"> Do general logistics in Quelimane: facilitation procurement, and payment of all tasks on the ground including catering, venues, stipend distribution, organising workshop materials, etc... Collection of data, means of verification and documentation for the project as the project progresses Run progress meetings with Municipality and ICLEI. 			Lead
Coordination: <ul style="list-style-type: none"> Remote management and funding of the project Contractual responsibility with Partners Provide guidance and objectives Final Report 	Lead		

3. Have proven experience on:

1. Project Management – capacity to manage funds with clarity and transparency, keep track of functions with thorough documentation, plan and execute implementation, collaborate with stakeholders, report, champion clear communication with partners.
2. Expertise in Food systems – experience in Food Systems projects, trader/vendor support, Markets or Cold chain systems.
3. M&E expertise – have experience in project impact assessments including running surveys and workshops with relevant stakeholders.
4. Writing – capacity to seek and consolidate information in a concise and detailed report written in English
5. Logistics – capacity to organising events, meetings (including travel, catering, venue, invites), procurement and payment of logistical aspects, clear documentation of expenditure.

6. Be based in Quelimane – have presence in the city, established connections with local actors, be able run operations in Portuguese from within Quelimane, Mozambique.

3. Timelines and Key Milestones

Below an indicative expected timeline for the project that is dependent on the delivery of the Cooler boxes by the Supplier no later than October 2025. This timeline is subject to changes to adapt to such external factors.

Milestone	Timeline
Baseline survey on targeted traders	Sep - Oct 25
Conceptualisation of Ice Credit subproject	Sep - Oct 25
Arrival of cooler boxes to Quelimane (by external)	Mid-Oct 25
Trader / Vendor training including distribution of Cooler Boxes	Nov 25
Second survey and workshop with System Stakeholders	Early Mar 26
Final Reporting and Handover	Late Mar 26
Sign off by ICLEI Africa and project closure	End April 26

4. Budget

The budget submitted should be organised by activity, including staff time and disbursements. The total budget should not exceed **€12,000**, 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.

The budget will need to include:

- For the Training:
 - Hire of Professional Venue (approved by ICLEI) for 4 days of training for 60 people
 - Catering for 60 people for 4 days of training (budget for 240 meals)
 - Stipends for Traders / Vendors to attend training instead of work (budget for 200 traders)
- Workshop using [Urbal](#) Method for 1 day with relevant stakeholders impacted by the food system (count with 20 people). This must include professional venue hire, catering and count on stipends for 5 traders in the budget.
- All remunerations predicted for the execution of the tasks including operations

5. Submission requirements

Though the applicant needs to be fluent in Portuguese to manage their interactions in Quelimane, proposals must be submitted in **English**. Proposals are to be submitted 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:

- **Budget** outlining how the money would be spent
- A **workplan / timeline** for the project committing to periods the tasks needs to be completed.
- **Concept Note of the approach for Ice Credit task** (not more than 1 page) on implementation of the distribution of the Ice credit that includes collaboration with relevant stakeholders, a centralised holder of the credit that will distribute it to the different beneficiaries, a plan for distribution including a time period and the strategy to make this effective.
- **Concept Note of the approach for Assessment of Impact** (not more than 1 page) on how you intend to run the surveys and workshop making reference to the Urban Method and indicators for the survey.
- **Demonstrated Experience / CVs / Company Profile** showcasing capacity of relevant persons who will take relevant roles on this project to deliver the tasks described in point 2. Scope of Work, namely: project management, logistics, data collection and analysis, report writing, workshop design and facilitation.
- The Project expects the applicant to have a base in Quelimane. If the applicant is a South African Company with a steady base in Queliman, they should provide a B-BBEE certificate.

6. Evaluation criteria

The applicants will be evaluated taking into consideration the following criteria:

- Budget distribution and value for money of the application (Project Budget)
- Understanding of TOR & proposed methodology (Concept Notes, Work Plan)
- Experience of applicant (CVs / Company Profile / Demonstrated experience)
- Proven capacity to deliver the project in Quelimane with an added advantage given to applicants that can prove that they have live operations in Quelimane, Mozambique.

7. Submission Process and timelines

Please indicate interest in submitting a bid by **04 August 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 tiago.damasceno@iclei.org by 13:00pm

on **15 August 2025**. At all times, please use the subject line, AfriFOODlinks - Quelimane Service Provider.

See the timelines for submission process and first meetings below:

25 July 2025	ToR advertised
04 August 2025	Deadline for sending requests for clarification or queries regarding the ToR to ICLEI Africa
08 August 2025	Response to queries from ICLEI Africa
15 August 2025	Proposal submission closing date
29 August 2025	Expected Award to Service Provider

8. 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.